

932
ADM.
LIBRARY
was
to
fore
ured
with
ead-
WS
Re-
the
ned
the
ten
he
22
ed
er
RL
tal
m
1.
un
er

MARCH 12, 1932

The Weekly Magazine for
MARKETING EXECUTIVES

MAR 14 1932

SALES

management

**How Ivanhoe Foods
Broke into the New
York City Market . . .**

**Better Dealerships
Thru Merchandising
Clinics**

**How Cluett, Peabody
Are Pulling Dealers
Out of the Price Rut**

TWENTY CENTS

. . . Now Available in The Minneapolis Daily Tribune
and the Main News Sections
of *The Minneapolis Sunday Tribune

FOUR COLORS

ONE COLOR AND BLACK : : : TWO COLORS AND BLACK
THREE COLORS AND BLACK

WE are informed that The Minneapolis Tribune is the first newspaper in the world to have a complete unit-type line of presses equipped to give **FOUR COLORS** of the highest quality of printing on any daily run, at full speed of the press and at its full capacity. The arrangement of these color units is such that The Minneapolis Tribune has the utmost flexibility of color combinations for both inside and outside printing.

*Your Opportunities for Profitable Advertising
Are Right Here in The Minneapolis Tribune Market*

Because of The Minneapolis Tribune's active campaign for Better Farming—BALANCED FARMING, here's a Rich, Responsive Market—a Market with Stability—where there is sustained Buying Power—and one that holds

an even keel! The Minneapolis Tribune's campaign, which is now in its tenth year, has changed Northwest Agriculture from single cropism, namely wheat, to diversification—Dairying, Livestock and Poultry.

Focus the attention of your product on the dominant market covered by The Minneapolis Tribune by the use of color. You reach 4 out of 5 families in Minneapolis. You reach more readers in Minnesota than through any other Minneapolis Newspaper.

For further information consult our nearest representative.

**Four-color advertising has been available in The Sunday Minneapolis Tribune Magazine Section for many years.*

The Minneapolis Tribune

DAILY

The HOME Newspaper

SUNDAY

First in Circulation . . . First in Advertising . . . First in Reader Responsiveness

NEW YORK—John B. Woodward, Inc.
DETROIT—J. R. Scolaro

ST. LOUIS—C. A. Cour

CHICAGO—Guy S. Osborn, Inc.
PACIFIC COAST—John B. Woodward, Inc.

"I'm choosing the Morton Salt magazines on arithmetic this year,"

Writes C. L. OSTROM, Advertising Manager
Morton Salt Company

... Continues Mr. Ostrom: "Not that we used guesswork, previously, but never before have so many new facts and figures been made available to us.

"And, not that we consider such material as the Gallup surveys* as the only and infallible reason for buying Liberty.

"But the Gallup figures (1) broadly verify our earlier conception of Liberty as a magazine paced for the post-War public, (2) agree interestingly for the six issues and the six cities studied, (3) have not been contradicted by any subsequent facts or figures during the six months since they were originally published.

"The pressure of competition in times like these makes everyone take stock of his activities. Sober thought develops new ideas, confirms old ones, reestablishes plans on the cold, concrete basis of greatest profits per ounce of energy and cash expended.

"Such results may make the well known Depression a not unmixed blessing. Here at Morton Salt, we feel that our 1932 advertising plans are on the soundest, most practical basis in our history. We look forward to 1932 as a year of profit for ourselves and those associated with us."

Y Y Y Y Y

* The Gallup studies were made by Dr. George Gallup, Professor of Journalism and Advertising at Northwestern University, and his staff in 6 typical American cities. (In 3 of the cities official observers of the Association of National Advertisers were present.)

Nearly 4,000 men and women readers of the 4 mass weekly magazines were conducted through their current issues page by page, checking every item that had been seen or read. This was repeated for 6 consecutive issues.

Making available the first arithmetical check of true reader interest, Dr. Gallup showed that the average editorial feature in Liberty had been read by:

- 17% more readers than in Weekly A
- 6% more readers than in Weekly B
- 41% more readers than in Weekly C

And that the average advertising page in Liberty had been seen by:

- 32% more men than in Weekly A
- 15% more men than in Weekly B
- 85% more men than in Weekly C

- 73% more women than in Weekly A
- 33% more women than in Weekly B
- 154% more women than in Weekly C

This extra "woman" interest in Liberty was particularly interesting to Morton Salt, for it proved that Liberty's modern editorial tempo, pointed to women as well as to men, had made Liberty, among all the weeklies, a real "woman's magazine".

No wonder Liberty's list of new advertisers for 1932 is being swelled especially by advertisers who want to reach women as well as men. Before your own 1932 money is spent, send for a copy of the Gallup Report and study it thoroughly. Address Liberty, 420 Lexington Avenue, New York City.



NEW BUSINESS -

When it rains it pours

Are you tired of struggling with salts that refuse to pour in damp weather? Then why not join the millions of happy women who use Morton's Iodized Salt? Made with cube-shaped crystals, which tumble off one another instead of sticking together like the flake crystals of inferior salts, this unusual salt pours every bit as freely on rainy days as it does on dry!

Morton's Iodized Salt also protects against simple goiter... a common cause of loss of appetite, lack of vigor and backwardness in studies among children of school age. 10¢ a month is all it costs a family of average size to use this famous salt which never cakes or hardens! So why be content with unknown brands that clog saltcellars in wet weather?

MORTON'S SALT 10¢
PLAIN OR IODIZED

One of the 1932 Morton Salt Advertisements

Y

OTHER NEW BUSINESS

Bristol-Myers Co., Ingram's Milkweed Cream
California Packing Corp., Del Monte Food Products
Fred G. Clark Co., Hyvis Motor Oil
Colgate-Palmolive-Peet Co., Colgate Shaving Cream
Durium Products Corp., Hit-of-the-Week Records
General Electric Co., Hotpoint Electric Range
General Electric Co., Hotpoint Table Appliances
General Electric Co., Refrigerator
General Foods Corp., Maxwell House Coffee
General Foods Corp., Post's Bran Flakes
General Foods Corp., Postum
H. J. Heinz Co., Spaghetti
Johnson & Johnson, Modess
Kroehler Mfg. Co., Furniture
Lavoris Chemical Co.
Lehn & Fink, Hind's Greaseless Texture Cream
Lehn & Fink, Lyso
Maybelline Co.
Phoenix Mutual Life Insurance Co.
Royal Typewriter Co.
Spool Cotton Co.
U. S. Tobacco Co., Dill's Best Tobacco
Vick Chemical Co., Vick's Vapo-Rub

Liberty ... America's BEST READ Weekly

Survey of Surveys

BY WALTER MANN

213,000 Post Cards— Count Them, 213,000!

Beaming like a sure-of-his-audience prize-fighter entering the ring—hands clasped in greeting over his head, with bows this way and that to his many friends, anticipating the heartiest of cheers from his admiring audience—comes "Kid Columbia" over



Pirie MacDonald
Walter Mann

the ropes for his latest conquest . . . the third study of network popularity. "Ladies and gentlemen—Kid Columbia! Ah! Ah! A-a-h!"

In the othah cornah—ladies an' gentlemen—shy, diffident and ill at ease at his sudden achievement of all this limelight, sits "Battling S. O. S.," who finds it necessary to go into the ring to defend his flyweight title as critic of all surveys. For with all his admiration of this beautiful brochure, S. O. S. could only wish that its confidence wasn't quite so complete, its tone quite so cocksure.

Apparently its author feels a little the same way for, after a typically brilliant series of opening passages, he says in italics: "Herewith then—the cold columns of figures—the pale stare (that's right—pale stare) of decimals. If now and then in reporting this third audit of network popularity we lose the dispassionate touch, advertisers, we hope, will understand."

This, therefore, is a good document—an amazing document. For with its right hand it waves sheaves of Price, Waterhouse figures (and not a few of its own) while in its left it carries a flag which says, "Don't take our own enthusiasm over this achievement too seriously." A particularly honest and encouraging viewpoint, which strengthens rather than weakens the general effect of the data which the book actually presents.

Two hundred and thirteen thousand postcards mailed to telephone-owning homes, again by Price, Waterhouse, who secretly chose the mailing house, ordered the postcards, privately coded them to avoid substitution, supervised personally the random name selections, directed the mailings, handled exclusively the returns and prepared the preliminary tabulations of replies to two interesting questions: (1) "What radio station do you listen to most?" (Its call letters are . . .), and (2) "What other station or stations do you listen to regularly?"

Out of about 213,000 mailed, responses (less those misaddressed and spoiled) were secured from a net of 36,880 postcard writers in the 72 cities where Columbia's stations are located. Not less than 500 mailed to any one place—not more than 30,000 to the largest; not less than 78 re-

sponses—not more than 4,611.

Round One—Clang!

The first table shows the scoring of replies to Question 1 in the 72 cities in which Columbia has stations vs. any Red network stations located or listened to in those particular cities. Columbia has, it develops, 32 firsts, 34 seconds, and is tied in 6 cities. The facts are new and they show up excellently for Columbia (especially in a column in which the percentage of gain in popularity over last year is given for each of the various Columbia stations). Many of these Columbia firsts are in the leading cities of the country. But why, oh why, was it necessary to list Columbia as first in all those dozens of places where there were no Red network stations at all (*in a comparison with the Red network—clearly so labeled*)? And why, in such a comparison, play up the Columbia leadership in the 10 largest cities (7 to 3) when anyone who wants to make a similar comparison of the 500,000 and over cities can easily learn that this leadership shrinks to 7-6, and then (to carry the comparison to the 46 cities of 100,000 and over) to see that Columbia loses in this group, 17 to 29 with six ties, etc., etc.? (Columbia in advance rebuttal has pointed out to S. O. S. that they only claim to audit this market in terms of their own assets—i.e., their own cities—and also plainly state, in the text of the book, that if the population of all other cities in which there are network stations was conceded to the opposition the Columbia leadership by population differential would not have been materially changed.)

Now while Battling S. O. S. is still on his feet with his fists flying, he wants to lace out just once more before the bell. "What on earth," he wants to know, "is the significance of the claim that in the 10 largest cities of the United States Columbia leads with a population differential of 13,753,324?" What has the population differential to do with it anyhow? If all the population of these cities had radios (which is manifestly absurd) this might be a vital figure. But since all the population do not own radios, what difference does a population differential make? Again, in advance rebuttal, Columbia counters quickly with the fact that this is the only way they know of in which to show that Columbia's leadership is conspicuous in the larger cities and adds that, in the presentation of the answers on both Questions 1 and 2 combined, these markets have been broken down into the actual percentage of radio homes which are regular listeners to each station.

Next in this simply swell brochure we find the above-mentioned comparison with the Red and Blue networks combined. Next a truly startling picture of the popularity of the WABC in New York and of both stations WGN and WMAQ in Chicago as of December 1.

And now, having heard the bell some few seconds ago, "Battling S. O. S." heads

(a little out of breath) for his corner while the Champion "Kid Columbia" trots off to his with a "never touched me" attitude—still distressingly healthy. For, despite all these verbal socks, the study is a good study. Don't make any mistake about that.

Round Two—Clang!

Round 2 is, of course, on the second question, "What other stations do you listen to regularly?" This round bids fair before it starts to be a draw. Thirty-seven of its home cities claim Columbia stations as their favorites, as compared with 21 Red and 14 Blue. Twenty-eight Columbia stations stand second in their respective cities as compared with 13 seconds for the Red network and 31 for the Blue.

Seven thirds only for Columbia, compared with 38 Red thirds and 27 Blues. But this is, of course, a little natural, in that these 72 places are the home grounds, so to speak, of the Columbia Team, whereas there were 23 places in which there were N. B. C. stations of one network or another that weren't mentioned in the study at all!

As a matter of fact, a close study of this survey shows that—chain for chain—any of the three above-mentioned groups, Columbia, Red or Blue, have an extraordinarily high showing. This is gallantly pointed out by Columbia in one paragraph of the not so pale and staring text. And it constitutes a justification for chain broadcasting stations which should be worth its weight in gold, for very few of the stations which have any adequate claim to a city's listeners show up badly—and Columbia's showing is undoubtedly very, very high!

Finally, then, there is an experiment in statistical measurement which is intriguing, to say the least. Because of limited space we won't attempt to describe it here. But, as might be expected, it shows WABC to be the unqualified leader of the New York listening market with 135.5 points against WEAF's 118.0, WJZ's 109.4 and WOR's 88.5.

And so ends this two-round battle, with the Column's readers as the judges. But, for fear his viewpoint might be atrophied through study of so many, many surveys, Battling S. O. S. urges that you let Kid Columbia put on his show in your particular backyard and see how you come out with the gloves on yourself. After all—a battle-scarred old veteran like S. O. S. may still be fighting under the Marquis of Queensberry (or some such out-of-date) rules. In any event, it's best to see what this Kid Columbia has. You may want to lay a bet on him yourself some day.

Assuming that S. O. S. won at least one round in this otherwise unequal battle—and assuming that he is to be let near the microphone long enough for that usual brief word accorded a combatant in a draw, he can only gasp out, "Hello, folks—it was a good fight. Kid Columbia's okay, he always puts up a good battle."



In Ever-Widening Circles the Voice of WLW Goes Out to Waiting Millions

Located near the center of population—powered by 50,000 watts—operating on a clear channel with 100% modulation, WLW reaches out to the rich, industrial and farm market of Ohio, Indiana, Kentucky and West Virginia. By careful and extensive research we know that WLW is the **PREFERRED** radio station in this highly receptive and profitable market. This means that the advertisers' message is heard and heeded by waiting millions who are willing and able to buy. Our free 48-page brochure gives the whole WLW story in facts, figures and illustrations. Send for it.



The silver voice of Charlie Dameron is well known throughout the WLW territory. His tremendous popularity benefits greatly the advertisers on whose programs he appears. Like other WLW stars he has a following who listens faithfully to every performance.

Near the Center
of the dial



Near the Center
of population

THE CROSLEY RADIO CORPORATION

Powel Crosley, Jr., President

CINCINNATI

The Postman Whistles

Wanted: Better Sales Training

You are certainly right in that most salesmen lack other than a very insufficient knowledge of selling psychology and, I am sorry to say, of the product as well. We are running training courses. We have many hundreds enrolled. We are trying to get at our salesmen and awaken the sense of responsibility and proper approach, but we realize that it is a long road and there is a lot to be done.

I certainly cannot help but agree that there is a great deal in creating proper atmosphere and being able to answer the normal business doubts that are in so many people's minds at this time—*W. M. Purves, Assistant General Sales Manager, Dodge Brothers Corporation, Detroit, Michigan.*

(Subscriber Purves refers to the article, "How Auto Salesmen Behave When the Buyer Shouts 'Boo'," in the January 30 issue of SALES MANAGEMENT, which reported the experiences of an investigator who went to the auto show and put up several standard objections to every salesman who tried to sell him a car—THE EDITORS.)

Hookless in Canada

I was very much interested to find in your issue of February 20 the article on the Hookless fastener. I was advertising manager for the Hookless Fastener Company, of Meadville, before coming to Canada in 1928. The Lightning fastener, as we make it here at St. Catharine's for distribution in Canada and Central and South America, is produced under Canadian patents corresponding to those under which the Hookless or Talon fastener is made in the States.

If available, I would like three copies of this article. . . . I don't know to what extent you have Canadian circulation for your magazine, but there are surely many up here who should be getting it. I find it now one of the most satisfying and helpful publications that come into my hands. I feel that it has improved tremendously during the last couple of years.—*E. W. Kelley, Sales Manager, Lightning Fastener Company, Ltd., St. Catharine's, Ontario.*

Crusade for Trading Up

The Retail Group of our Association, that is, the mills selling direct to the retail merchant, are sending out a series of six letters to the leading dealers of the country. The purpose of these letters is to call to the merchant's attention the necessity for his giving more care to the quality of the merchandise he handles and to think more constructively if he is to avoid the price quagmire toward which a great many seem to be headed.

We are enclosing a set of these six letters, each of which will go to 30,000 dealers. I know that your publication has given a great deal of thought to the necessity for trading up and the distribution of quality merchandise to the dealer. One of the leading associations, the National Retail

Dry Goods Association, has spent considerable time and effort along these same lines with its members. We are trying to do our share.—*Roy A. Cheney, Secretary, Associated Knit Underwear Manufacturers of America, Utica, New York.*

(SALES MANAGEMENT commends the knit underwear men for their constructive activity.—THE EDITORS.)

Punches for Filing?

You can put me on record as being 100 per cent for Mr. E. L. Schnadig's suggestion as to punching holes on the margin of SALES MANAGEMENT. This would solve one of my worries, as I usually want to save the articles by Maxwell Droke as well as others, and the pile is getting pretty high. . . . Page 227 is going to detach itself from my current copy. That "second-wind" stuff made a great hit with me. Let me offer one suggestion: no matter how choice the sardines, you can't open them without a can-opener, and you won't get people to use your plan unless you make it easy for them. Being a premium guy 100 per cent myself, let me suggest that you get up a special loose-leaf binder for this purpose and offer it as a premium on original or renewal subscriptions.—*E. M. Schroeder, Chicago, Illinois.*

(Subscriber Schroeder refers to a letter printed in the February 13 issue of SALES MANAGEMENT in which the vice-president of the Chicago Mail Order Company suggested punching holes in the left-hand margin of the magazine so that tear sheets could be quickly filed in binders. Anyone else like the idea?—THE EDITORS.)

Faint-Hearted Buyers

I was very much interested in reading the article which appeared in the January 30 issue of SALES MANAGEMENT, "How Auto Salesmen Behave When the Buyer Shouts 'Boo'". It is our candid opinion that depression psychology is holding back the sale of thousands of automobiles. I have many friends, and no doubt you have, who should have a new automobile and have the cash and income to purchase one, yet they are not doing so simply because of the depression psychology. It is going to take sound, aggressive salesmanship to bring hundreds of thousands of purchasers into the market this year.

We recently made a survey in Chicago to determine what argument retail salesmen were using when the prospect informed them he was not going to buy because of the depression. Our investigator found that some amazing statements were being made. In one instance the prospect stated that he was not going to buy now because his business was off too much. The retail salesman replied: "Well, if you think your business is off, you ought to be in the automobile business." The prospect stated his business was off 20 per cent. The salesman replied, "Oh, that's nothing, ours is off over 50 per cent."

Personally, I think you are on the track of some very interesting and educational matter for your readers and we will be

very much interested in further articles.—*G. D. Keller, Sales Manager, The Studebaker Corporation of America, South Bend, Indiana.*

(The article mentioned was one of a series in which a SALES MANAGEMENT reporter listened to routine sales calls and reported on the methods being used currently by salesmen to meet the objections of buyers.—THE EDITORS.)

Cigarettes and Courage

Kindly send us twelve copies of the editorial in your issue of February 13. We think so much of this that we want to send it to every publisher on our list, with the suggestion that he print the cigarette story, in whole or in part. This story is inspiring, and shows what courage can do.—*Franklin P. Alcorn, Inc., National Advertising Representatives, New York City.*

(Subscriber Alcorn refers to an editorial, "Money that Came Back Against the Tide," which commented upon the increased profits enjoyed by the cigarette industry in 1931 through courageous sales policies and increased advertising appropriations.—THE EDITORS.)

Anti-Depressionitis Bulletin

Attached hereto is a bulletin written by the general sales manager which we believe will be of interest. You will note from the date of this bulletin that it was written some time ago and it follows very much in line with the article written by Mr. Davey concerning the same subject. Undoubtedly the minds of buyers have been greatly impressed by the fact that salesmen are licked to begin with. In other words, they are oversold on depression.—*W. T. Phillips, Assistant Sales Manager, Continental Car-Na-Var Corporation, Brazil, Indiana.*

(The bulletin was, indeed, of interest, Mr. Phillips—so much so that we printed it, complete in the special supplement issued with the February 27 issue of SALES MANAGEMENT.—THE EDITORS.)

Reenter an Old Reader

My renewal brought back an old rather than new reader to your midst, and during the several months' lapse, I truly missed the instructive and inspirational worth of your fact-giving journal. Hardly an issue fails to give me a good idea and many of them have been turned into money.—*Warren Lewis, Sales Manager, Gager Lime Manufacturing Company, Chattanooga, Tennessee.*

(That makes two of us who are satisfied with the deal, Mr. Lewis!—THE EDITORS.)

Untangler of Knots

I am much obliged to you for the comprehensive information sent me in connection with packaging. . . . I should like to take this opportunity of telling you that of all the magazines I subscribe to, SALES MANAGEMENT appeals to me as one of the best from a point of view of the practical assistance it affords in the solution of many a knotty problem.—*A. G. Pinard, Sales Manager, Lowe Brothers, Ltd., Toronto, Ontario, Canada.*

("Practical" is a word we like, Mr. Pinard.—THE EDITORS.)

What's New

¶ As sales management becomes more scientific, distribution directors are awakening to the full necessity for studying each metropolitan marketing area to obtain a true perspective of the territory before attempting an intensive sales and advertising campaign. Failure in a market is due far more often to lack of understanding of local buying habits, and local distribution conditions, than to absence of demand and buying power. In this issue is recounted the story of the campaign through which Ivanhoe Foods successfully laid siege to the New York area in a campaign on their prepared mayonnaise. It is an excellent lesson in local market sales strategy. Page 392.

¶ Mexico holds countless sales opportunities for American products. A SALES MANAGEMENT reporter has just returned from there, with the interesting facts recorded on page 396.

¶ Do you want another special supplement like the one published with the issue of February 27? If so, what subject or subjects would you like it to cover?

Editorial Staff

RAY BILL, *Editor*.
HENRY J. WRIGHT, *Advisory Editor*
A. R. HAHN, *Managing Editor*
LAWRENCE M. HUGHES, *News Editor*
M. E. SHUMAKER, *Desk Editor*

ASSOCIATE EDITORS

D. G. BAIRD, *Western Field Editor*
L. R. BOULWARE, *Marketing*
MAXWELL DROKE, *Sales Letters*
FRANKLIN JOHNSTON, *Export Selling*
HERBERT KERKOW, *Industrial Selling*
R. S. MCFADDEN, *Product Design*
WALTER MANN, *Advg. & Research*
JOHN ALLEN MURPHY, *Policy*
RAY B. PRESCOTT, *Statistical Analyst*
C. R. TIGHE, *Radio Broadcasting*
JAMES TRUE, *Washington Editor*
FRANK WAGGONER, *Premiums*

Business Staff

RAY BILL, *President*
PHILIP SALISBURY, *Vice-President*
C. E. LOVEJOY, *Vice-President*
M. V. REED, *Vice-President*
FREDERICK G. FRANCIS, *Treasurer*
R. E. SMALLWOOD, *Circulation*

Published by Sales Management, Inc.,
420 Lexington Avenue, New York.
Telephone: Mohawk 4-1760; Chicago,
333 North Michigan Avenue. Tele-
phone: State 1266; Santa Barbara,
California, 29 East De La Guerra
Street; Washington Bureau, 1099
National Press Building. Telephone:
Metropolitan 3659. Subscription price,
\$4.00 a year, including Markets and
Media Reference Supplements; Can-
ada, \$6.50.

Sales Management

Vol. XXIX. No. 11

March 12, 1932

This Week

Dealer Relations

- Why Are Profits Off? Clinics Find Answer for 9,000 Dealers..... 390
By E. St. Elmo Lewis

General

- Significant Trends 389

Markets

- Sales Opportunities for American Products in Mexico..... 396
By Dorothy Guernsey

Sales and Advertising Policies

- 17,000 Outlets in 6 Months; Ivanhoe Takes New York Market.... 392
By Lawrence M. Hughes

Sales Films

- How Cluett, Peabody Pull Dealers Out of the Price Rut..... 394
By A. O. Buckingham, Director of Advertising, Cluett, Peabody & Company, Inc., New York City

Departments and Services

- Editorials 406
Government in Business 408
Latest News in Sales and Advertising, Beginning on..... 400
Media and Agencies 410
Plus Signs 412
Sales Letters 386
Survey of Surveys 382
The Postman Whistles 384
Tips 409

Sales Letters

BY MAXWELL DROKE

The Good Bread of Friendship

The Burch Pharmacies, of Minneapolis, share a problem with neighborhood merchants all over the country. Their problem is to weave a definite place for themselves in the life of the community, and to minimize the effects of encroaching chain-store competition. Burch operates two neighborhood pharmacies and makes no concessions whatever to the chains. These stores obtain full retail price for all merchandise. And at the close of last year, when neighborhood merchants in general were weeping and gnashing their teeth, the Burch folks ordered no sackcloth suitings. For business was 10 per cent above their best previous year!



Maxwell Droke

Friendly letters have played a vitally important part in the making of this remarkable record. Regularly, each fortnight, prospective patrons of Burch pharmacies receive friendly, good-will-building missives through the mails. They have come to look for these messages, and to have a kindly feeling for their good neighbor. This letter is typical of the series:

"Dear Mrs. Hunter:
"When I was about twelve years old, I met a philosopher. Of course we kids never called him that. He was just old Ed, the iceman, to us. But that's what Ed was—a philosopher. And his special field was neighborhood life.
"Yes, sir," Ed would tell us solemnly, when he had finished his lunch and was taking his case under the shade tree on our ball lot, 'it takes a lot of things to make a neighborhood like this one. There's got to be births, and deaths, and a certain amount of fightin'. And folks has got to get together and talk back and forth, about all the new scandal, and politics, and the weather and such.

"But the main part of any neighborhood, Ed would say,—and he always warmed up noticeably when he got on this theme—is good-naturedness. Somehow, a bunch of people living right near together naturally do get more friendly, and more willin' to help each other. It sure is a great thing, and I hope you boys won't never forget that the neighbor boy who uses your catcher's mitt is the one that will lend you his bike when you want it.

"I've always remembered the things Ed used to say about neighbors and neighborhoods. And if I should tell you of the many times when we have gone out of our way to help a neighbor, I could match each story with one of how a neighbor has helped us. The most valuable thing we own here is the friendliness and good-will of the people who live around us.

"When you want a prescription late at night, or when any emergency arises where

we can help, will you let us serve you—as neighbors? We are anxious to know you better, and to take care of your needs as you like best. I look forward to seeing you in the stores—often.

"Neighborly yours,"

Salesman, Alias "Particulars"

Mr. F. Graucob, managing director of F. Graucob, Ltd., manufacturer of automatic vending machines, London, England, sends me a very interesting collection of their direct mail material. "The circulars that we send out," writes Mr. Graucob, "are designed to obtain as many enquiries as possible, and in response to the returned postcards we receive, we arrange then for one of our travelers to call.

"We have found that in order to pull the best possible results it is necessary to omit stating in the letter that a traveler is calling and simply state that particulars will follow. It is admittedly a bit of a catch, and causes a certain amount of resentment when the traveler turns up."

Mr. Graucob would like to know how to handle this situation. So, I gather, would 100 per cent of the American manufacturers who employ a similar sales plan. At best it is a ticklish proposition. I mention Mr. Graucob's plight here merely to indicate that after all people are pretty much alike the world around.

Signed: Caspar Milquetoast

I wish that I could induce more correspondents to adopt a positive attitude in their letters. Too many communications are neutral, or even negative in tone. Only today I found a young man suggesting that a customer include a certain item with his next order, "just to see how it goes with your trade." Why bring up a doubt? Isn't it much more convincing to say, "just to see how well it goes with your trade"? Customers can think of enough doubts without needlessly contributing to their vacillation.

For Depression Polyannas

A year ago I pointed out in these columns that the first thing a trained nurse learns is never to ask a chronic patient how he feels; and that those who constantly hover round the bedside of Business, commenting with forced cheeriness upon each symptom, are performing no beneficial service for the afflicted.

I for one am getting terribly fed up on optimistic platitudes concerning the Depression. I heartily wish that these various venders would go ahead and peddle their fish, without indulging in epigrams concerning "conditions." I have a sneaking notion that they would make more sales. And a brief rest might bring those roses back to the cheeks of Business. All of which is preliminary to quoting this promotion letter from the American Cotton Manufacturers Association—not that it is any worse than the general run of them; but just because it happens to be handy:

"Depression requires expression, not repression.

"A prize fighter, in order to win, must be able to take severe punishment. These are the training days for the prize fighters of American business.

"We want you to evidence this by carrying your usual advertisement in our 1932 Year Book, which will go to press about June first.

"Business is bad but not hopeless. It will improve only so fast as the individuals make it.

"Kipling's statement that 'the pack is as strong as the wolf' means today the same. "Sign the enclosed card and return so that you will be a fiercer wolf in the pack. . . ."

Damning With Unconviction

The total inability of most letter writers to put themselves in the position of the prospect is a source of constant amazement to me. Every day I am asked, "Why didn't this letter pull?" And when I have given it a casual glance, I am tempted to respond, "Well, why *should* it pull?" Usually there isn't a single definite, well-developed selling point; not a single argument to really carry conviction. A manufacturer of fertilizer (to cite a letter that happens to be on my desk as I write) declares that his product will insure "high quality vegetables and fruits, with maximum yields." Yet in the entire letter there is not one scrap of evidence to support these claims. Smith, Jones and Brown could make (and usually do make) identical claims. Why, then, should the prospect be convinced? I pause for a reply.

"Aggravatin' Mama" Wrong?

You may recall I recently suggested that readers send along their "pet peeves" for an airing in this Department. Now comes the venerable and venerated Charles Austin Bates with a valued contribution:

"One of my 'pet peeves' is the use of the word aggravate, when the reader means irritate.

"Another is the use of transpire as a synonym of happen or occur, when it really means 'to leak out' or become known.

"And it *irritates* me to be told that something is 'most unique', when everybody knows, or should know, that when anything is unique it is simply unique, and cannot be any more 'uniquer'!"

Honest Confession

Again we repeat that this department is always glad to look at your letters—and to give you our candid criticism, without cost or obligation. We make no claim to omniscience, but—

That brings up the story of the pants manufacturer, four times a bankrupt, who visited one of the banks in the garment district. "I want to be your credit officer," he explained. "I've made all of the mistakes that can be made in the garment business. And so I can tell the other fellows what not to do!"

My position is strikingly similar. So—send on your letter!

Significant Trends

As seen by the editors of Sales Management for the week ending March 12, 1932:

• • • Failures during February were 21 per cent fewer than in January, but they set a new high record for any February month. The last week in February failures decreased 15.2 per cent, as against a normal expected drop of 7.4 per cent. Retail stores and banks made the best showing for the week.

• • • The Index Number of Wholesale Prices, compiled by the Bureau of Labor Statistics, and including 784 commodities, remained unchanged last week at 66.3; Fisher's Index declined by 1.3 to 62.9.

• • • Both bank debits and bank clearings made more than seasonal gains for the week ending March 2, with debits up 42 per cent and clearings 35 per cent.

• • • Many people are wondering whether the current rise in security values is preceding a real turn for the better in business. In 1921 the stock market failed to indicate accurately the recovery in business. This may have been because financial difficulties came to a head after signs of business improvement had appeared. This year it seems probable that financial and credit problems were largely ironed out before business has really started up.

• • • Frigidaire this week announced sweeping price reductions in its entire line of household electric refrigerators, and at the same time placed a three-year guarantee on all of its products.

• • • Eastern Asia is the only region which has enlarged its purchases of American goods during the depression. Exports to Japan, China and India were 6 per cent greater in 1931 than in the previous year, while the grand total of our exports to all countries declined more than 20 per cent.

• • • The monthly compilation of the New York Stock Exchange showed an increase of \$1,208,341,443 in the quoted value of all shares for February. During this period the ratio of security loans to market values fell to 1.9 per cent, and is now the smallest figure of which there is any record. The average price of all listed stocks on March 1 was \$20.90 a share.

• • • Electrification of farms increased nearly 8 per cent in 1931 in spite of the depression. Farms in the south Atlantic and east north central states showed the greatest percentage gains.

• • • Another attempt to interfere with the natural law of supply and demand came a cropper last week with the failure of the Chadbourne plan for holding back the marketing of the sugar crop. Cuba is increasing its 1931 acreage.

• • • Sears, Roebuck entered the State Street merchandising field with its one million dollar department store, which employs 1,000 men and women. This marks their first invasion of a downtown business section of a

large city. It is the 381st store of the Sears, Roebuck chain and their sixth department store in Chicago.

• • • According to the latest reports, the Ford Motor Company has on hand advance orders for 86,560 new Fords, with deposits. These unfilled Ford orders represent more buying than took place in the month of January among all makes of new automobiles, when 74,400 new passenger cars were registered.

• • • *Bradstreet's* publishes an interesting chart going back to the year 1925 and showing the relationship between passenger car registrations and public buying power. From the summer of 1928 until April, 1930, the public mortgaged its economic future, and sales during this period ran well above buying power. Now the condition is reversed and sales are only 42 per cent of the 1928-1930 average, and buying power is 65 per cent of that level.

• • • The Dow-Jones average of New York Stock Exchange bonds reached a new high level for the year this week. The increase in investment buying in the first two months of the year can be seen in the increase of 6.3 per cent in life insurance sales over the same period of last year, and an increase of 5.3 per cent in the dollar volume of bond sales.

• • • The Federal Reserve Board, in its weekly statement issued March 7, showed the first increase in demand bank deposits since December 30, and the first increase in time deposits since August 12.

• • • England is staging a remarkable financial comeback which should help mightily in world affairs. Last week she paid 75 per cent of the \$200,000,000 credit granted on August 28 by American bankers—considerably in advance of maturity—and also paid \$65,000,000 against France's credit. At the same time England lifted the restriction on the purchase of foreign exchange. This evidence of financial strength caused a rush of buying orders for sterling, and the pound moved this week to a new high for the year.

• • • American Telephone and Telegraph Company, despite a drop in gross income for 1931, made a slight gain in net and reached a new high record with earnings of \$166,666,534. The number of Bell telephones during the year decreased slightly less than 2 per cent, as compared with a net gain in 1930 of 122,500. The total number of telephones in the United States interconnected-in-and-with the Bell system is now 19,600,000.

• • • International Business Machines Corporation reports its tenth annual gain, and last year earned \$11.08 a share, as against \$10.98 in 1930. Quaker Oats Company increased its net \$852,000, and the Coca-Cola Company earned \$11.82 a share, as against \$11.15 in 1930—also a new high record. General Foods Corporation earned only 4 per cent less than in 1930.

Why Are Profits Off? Clinics Find Answer for 9,000 Dealers

BY

E. ST. ELMO LEWIS

SOME months ago I was asked by the National Lumber Manufacturers' Association to act as their guest speaker before a number of the state retail lumber dealers' organizations. I was to talk to these retailers about their merchandising problems as disclosed by the conditions confronting the construction business throughout the country last year, and to discuss with them what they could do to meet the issue. It was a very interesting experience.

In common with the hundreds of thousands of other retailers in the United States the lumber dealer is obsessed with the thought that his business is "different." I was an outsider. What did I know about the lumber business? That was a hurdle in my path. If properly approached it is never a difficult one to overcome. In fact, it was a help rather than a hindrance. I talked to these retailers as a consumer.

Between nine and ten thousand retail lumber dealers from New England, New York, Pennsylvania, Michigan, Indiana, Ohio, Wisconsin and Nebraska attended the sessions. The talks ran all the way from forty-five minutes to four and one-half hours each. The interesting part of each was they were confined to questions asked by the members of each group.

Prior to my taking the assignment, Mr. W. F. Shaw, manager of the extension division of the National Lumber Manufacturers' Association, had asked the secretaries of the different organizations to give him a list of questions in which their dealers were interested. This investigation finally resulted in a list of twenty-eight entirely different questions. Some of these were more interesting to groups in one locality than another, so no attempt was made to cover more than six to ten questions at any one meeting.

The outstanding questions that were interesting to all of these were as follows:

What is the best form of advertising to be used by the local retailer?

Do you believe cooperative publicity of a retail industry supported by all

dealers in the same line in city, town or county, is good business promotion?

What is the best method of building up a local mailing list of owners, builders, contractors and architects?

Why do not more architects specify grade-marked lumber?

What are the best means available to dealers for financing home building?

Do you consider net profit of more importance than volume of business?

Is it possible to give such a commonplace commodity as lumber selling points that will make it as interesting to the average consumer as automobiles and radios?

Is house-to-house canvassing or "doorbell pushing" good selling for a well-established local business?

Is it better merchandising policy to

What qualities are necessary for a successful retail lumber salesman?

What are the greatest elements of weakness and strength in the merchandising aids given retail lumber dealers by outside organizations?

These were all put in the form of questions. Some of them were addressed to me and some of them were addressed to the audience. In every case I got the audience to participate in the discussion. As I said, in some cases we had discussions lasting three or four hours.

One of the most remarkable things about this "merchandising clinic," as it was called, was the eagerness with which the audience seized the opportunity to discuss these concrete, definitely worded questions. It was always a matter of getting time to

This article happens to deal with the lumber industry—but the plan might well be applied to any other industry that is finding the dealer the neck of the sales bottle. These clinics revealed the amazing extent to which dealers are ignorant of modern sales methods, and at the same time showed clearly that there is plenty of business for the dealer who can be taught how to go in search of and develop it.

endeavor to eliminate ignorant and cut-throat competition on the part of competitors by matching quotations or to ignore them and depend upon the stronger selling appeal? If dependence is placed on selling appeal, what should be the chief element in such an appeal?

Is it good business for the retail lumber dealer to endeavor to sell the customer what he believes is best for the customer rather than what the customer wants?

Should each officer and employee of a retail organization be trained as a salesman, or lookout, for prospects?

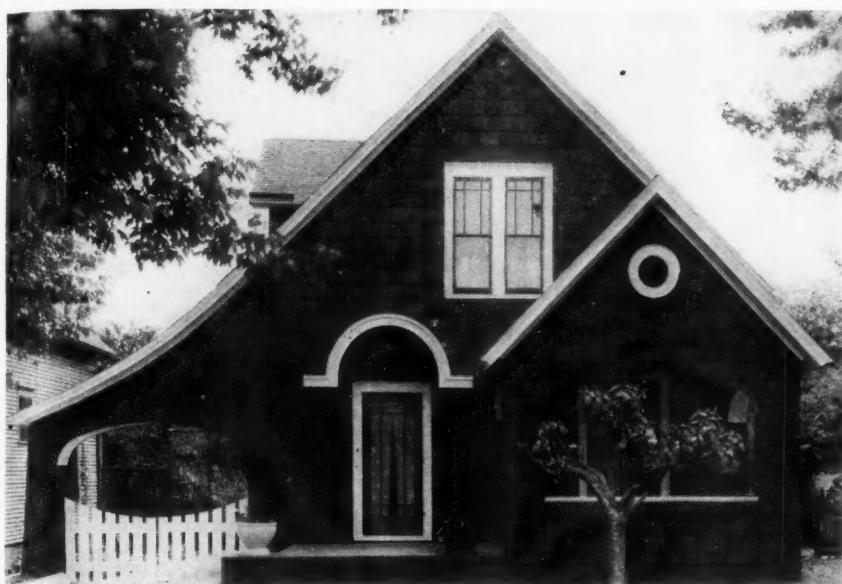
How best can we meet competition by (1) ready-cut houses, and (2) mail order companies?

What is the greatest weakness in the merchandising plan of the average retail lumber dealer?

answer—to hear all of those who wanted to speak.

From an advertising standpoint the results of this series of clinics might be summarized in the following points:

The retail lumber dealer suffers from a great confusion of mind relative to advertising and its profitable utilization. In general, he knows very little about the subject, has little faith in it and does not know how to take advantage of it. The mere fact that there are some exceptions to this only proves the point. It would at once appear that the lumber manufacturer and the specialty manufacturer have not yet solved the problem of getting the full merchandising cooperation of the lumber retailer—and yet the lumber retailer is genuinely curious about the merchandising of any product he



Home modernization has proved a rich—and almost unexplored—field for the building industry. Such transformations as this have brought thousands of dollars to dealers aggressive and imaginative enough to go after the business.

Photos courtesy Weatherbest Stained Shingle Company, Inc.



handles. It is not necessary for me to go into the reasons for this condition or to interpret it, as the facts are self-evident.

The consequence is that the lumber retailer expects the manufacturer to do not only the advertising, but the actual selling. This has led to a constantly mounting sales cost, which the lumber manufacturer and specialty manufacturer find extremely onerous and difficult to handle.

The second point to be emphasized is that the retailer has become merely a warehouseman and does not attempt to sell, market or advertise in any modern acceptance of the terms.

In the third place, in their lack of merchandising ability and attitude, dealers are looking to devices for financing building, or to terms of sale, as the sole source of relief.

In the fourth place, they welcome with a great interest the idea that many more aggressive dealers are developing home modernization. Some of the dealers have come through the depression with flying colors because they have made an analysis of their town, even in so simple a way as merely making a canvass of the residential districts and noting those houses that obviously needed roofs, porches, repairs, etc. They were interested in the stories of the experience of the dealers who are adding builders' hardware, paints and other items that have a ten-

dency to increase their customer traffic.

The vast majority admitted that they did not know how to use the so-called dealer helps that were sent to them by the manufacturer. They felt that a great deal of these were 90 per cent manufacturer and 10 per cent dealer. An analysis clearly indicated the justice of the criticism.

One of the most interesting discussions at one of the state meetings was on the experiences of retailers who did doorbell pushing—"took their yards to the consumer." Others told of home building expositions where, at a total expense of but \$200 or \$300, three to five thousand people were brought to see the latest ideas in home modernization, etc. Story after story was told of the outsider who came into the local community, canvassed it right under the noses of retail dealers who had said: "You don't understand our town. Nobody has any money here. We are depressed. Nobody is buying anything." Those outsiders rang the doorbells, canvassed the town and found thousands of dollars of modernization work to be done.

Such experiences, brought out in the discussion of these problems, made a profound impression on men to whom all such ideas were the "pet theories of men who do not know our business."

In the fifth place, a much more reasonable attitude was developed towards competition. The average idea of

meeting competition in the lumber business has been for the dealers to get together and "talk it over and be sensible," but this did not seem to have done much good, since there is always one maverick in such a group who breaks over and nullifies the best agreement and plans. The truck transportation made it possible for a dealer, as I recall in one case, to put a lot of cheap lumber and supplies into another "town where everything was sweet and lovely," ninety miles away.

So the dealers were very much interested in the idea of developing a merchandising policy that would really teach the consumer how to buy lumber and supplies.

One of the most interesting parts of the discussion was built around the revaluation of merchandise to meet 1931 conditions, and the realization of what it meant in the way of changed buying attitudes and the development of better salesmanship upon the part of the dealers themselves.

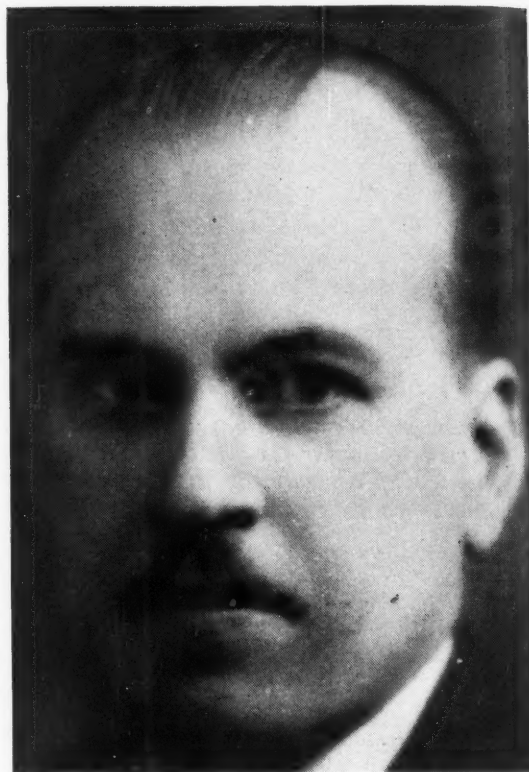
Much of the value of these clinics arose from the fact that the outside viewpoint was introduced, with its message of helpfulness showing the way that other industries had met the indifference of this same public in which the lumber dealer was interested. The realization was brought home to the groups of how much American business could teach the individual units of industries, and of how the experience of individuals could be made of common value to all. In other words, the clinic taught the individual man that his problems are exactly like the problems of dealers in other lines as well as his own and that his business is not different. In fact, the retail lumber business, he found, is just the same except in the names given things, functions and plans, as that of the druggist, the automobile dealer or the chain store in

(Continued on page 411)

If you know your New York, you can break into this enormous market without prohibitively high selling expense. This campaign successfully launched Ivanhoe mayonnaise against plenty of big-time competition.

17,000 Outlets in 6 Months; Ivanhoe Takes New York Market

BY LAWRENCE M. HUGHES



M. L. Ponder

THE New York market is not so tough—when you know how to tackle it. This is the Saga of Ivanhoe Mayonnaise, and of M. L. Ponder, who built up some 17,000 outlets for the mayonnaise in New York City in six months of last year and is now out getting more.

New York offers some interesting problems and possibilities. The fact that the city has some 7,000,000 people is well known. But the fact that these 7,000,000 people are concentrated in an area only two-thirds as large as, for example, Los Angeles is not so well known—nor the fact that 5,000,000 of them are in two boroughs with a combined area smaller than the 1,000,000 city of Cleveland. Within the 40-mile trading area radius outside the five boroughs of New York City are 3,000,000 people more.

The city is above the average in buying power. In New York City alone the per capita spending power in 1930 (SM supplement, October, 1931) was indexed at 164.8, which was exceeded among American cities only by Denver with 209.4 and Washington, 186—the national average per capita income of \$580 being taken as 100.

The 10,000,000 souls of the Metropolitan trading area are accessible. Of convenience merchandise, chain stores handle a greater proportion than in other large centers. Sell a half dozen of them and you have fairly complete coverage of the New York market. Chain buyers place big orders, but they are notoriously hard to please. You must have something exceptional in features or in price. If you sell them something almost identical with an established product you will probably have to make price sacrifices so great as to make the venture unprofitable.

But if you can sell them a new and desirable or an improved version of an old and needed product, that is a different matter.

Or if you can find a way to distribute your product at lower cost through the established "systems," either of chains or independent wholesalers and retailers, that is a different matter again. Chains are important there, but independents are, too.

Ivanhoe Foods, Inc., of Auburn, New York, succeeded in doing all three of these things. The company invaded the New York City market for the first time with its mayonnaise,

salad dressing and sandwich spreads. Within a half year (March to October) they were on sale in 17,000 stores and 125,000 cases of mayonnaise alone had been consumed by the public. About one-fifth of these stores were members of eight large and small chains. More than 13,000 were independents.

This would appear to involve a more elaborate organization and a more intensive program than would be required to get the product on sale in chains alone. Yet the job was done with an average of only ten manufacturers' salesmen, supported by 15,000 lines of advertising in one New York newspaper and over one radio station, plus a bit of merchandising cooperation by that newspaper. Mayonnaise being a "summer" product, the work was done mainly in the six months between last March and last October.

Now, if the New York market is hard to tackle with staple and more "durable" products, it is especially hard for mayonnaise. Of about ten mayonnaise companies who have made a real effort in this market in the last decade, only one or two have succeeded. One, in fact, the innovator of

mayonnaise distribution through grocery stores, was so strong as to exercise almost a monopoly in the market. But this and other mayonnaise companies were forced to maintain extensive direct-to-retailer delivery systems to insure that their products would reach the consumer fresh. And the result was that physical handling charges were estimated to amount to more than 20 per cent of the total cost of their products.

Lower Distribution Costs

Instead of following the leader, Ivanhoe first developed a mayonnaise that would keep safely for ninety days. This method enabled the company to distribute the product through the regular channels of distribution—grocery wholesalers and chain warehouses. It lopped off automatically nearly all of that 20 per cent. The process involved the use of no preservatives. Ivanhoe mayonnaise, like everybody else's, is made of eggs and vegetable oils. Ivanhoe, however, found a method of making these ingredients alone do the durability trick. (It did add one ingredient which gave the mayonnaise a slightly more tart flavor, intended to appeal especially to smokers whose taste glands have become jaded, but this was not a preservative.)

The company, formed about six years ago, had established distribution in upstate New York, Connecticut, Ohio, Indiana, including the cities of Detroit and Pittsburgh. In this period it had become the largest independent manufacturer of mayonnaise, exceeded only by such concerns as Hellman, until recently a subsidiary of General Foods, Best Foods of the Morrow's Gold Dust Corporation and Kraft-Phenix of National Dairy Products. Further expansion in this territory would involve the invasion of New York and Chicago. New York was picked first.

Ellis R. Meaker, president, whose family controls the company, called in M. L. Ponder. Mr. Ponder is a specialist in putting products over in the New York City market—used to handle Van Camp's distribution here—functioned more recently as a manufacturers' representative in this market. (He put over Bean-Hole beans here a couple of years ago, and just now is doing a good job for Phillips Packing Company of Maryland—has just built up 10,000 outlets for Phillips. But that's another story.) Did Mr. Ponder think Ivanhoe products had any chance in the city against the big fellows? Mr. Ponder thought they did. He liked the mayonnaise and the fact that it would "keep." He'd tackle the job. That was early in '31.

In a chain store market he set out to prove that mayonnaise can be sold through chain stores, and at a good profit, without disturbing any of the functions of the organization. It was a hard job—a twelve-hour-a-day job—but he had something to sell and he knew the market. He made progress. Some good-sized chains, like the Reeves and the National, signed up for it. The newspaper advertising in the Scripps-Howard *World-Telegram* and the earlier "Main Street" sketch over station WOR induced a lot of people to ask for it. He sold more chains and a lot of independents.

Mr. Ponder offered a concession only with the initial order—the understanding being that chain and independent dealers use the difference to promote and display the product. Some did, some did not; but it got the product into a lot of stores. The newspaper's merchandising men helped the Ivanhoe people to put Ivanhoe into independent stores. Small but consistent, the advertising brought results.

"Our repeat volume," Mr. Ponder said, "fluctuated directly in proportion to the number and frequency of insertions."

"With only ten men," he added, "we could not hope to contact personally with all the possible outlets for Ivanhoe products. We had to work through the wholesalers and the chains. I made contact with wholesalers my personal job. I interviewed not only the heads of these houses (I know the whole crowd of them) but their salesmen, too. It seemed to me that the success of our debut depended almost entirely on the degree of cooperation I could get from these men. So I met them, talked with them at their Saturday meetings and after hours in the evening. I told them the profit possibilities to them that lay in this mayonnaise, with a distinctive taste, that would keep. It was the first mayonnaise that could be sold through wholesalers."

"They proved to be a numerous and effective ally. The wholesalers now on our list have a total of 204 salesmen. One of them alone has seventy-five, calling on 8,000 stores. To get them sold on our products was worth all the time and trouble."

"The chains, of course, used Ivanhoe mayonnaise as a leader. That was all right with us. It helped to put the product in the spotlight. They and the independents can sell it for less than competitive products and still make a good profit. I guess the public liked it, too. One hundred and twenty-five thousand cases in six months is a lot of mayonnaise to sell in a 'new' market."

"We had, I think, the right product

and the right distribution program for it. But we were not satisfied. One of the things the Ivanhoe people have done recently has been to improve the container. Other mayonnaise comes in a loose-top jar. People in stores take off the cap, smell it to see if it is fresh. They stick pencils in it to find out about texture and consistency. That may be all right for them, but it doesn't improve the mayonnaise. The air doesn't make it any fresher. The pencils don't make it more sanitary."

"Stand-Alone" Containers

"We have long had a special covering under the cap, on Ivanhoe. This was a factor in freshness and cleanliness. Lately, however, we have gone a step further and introduced a clamped-down Mason-jar top, over the seal. That makes it harder still for air to find its way in, and even when it does there is still that special 'preserving' process."

"Some dealers won't like the new cap. It's bumpy and other jars can't be placed on top of it. That is all right with us—it gives more play to Ivanhoe. If customers continue to ask for it, they must stock it. If it pulls well the dealers will put it out on the counter where people can pick it up themselves. We want Ivanhoe to stand alone."

"In a success story of this kind, however, I think we should put in a failure or two, so it won't sound too much like a fairy tale. We've built up a lot of outlets and sold a lot of mayonnaise, but we haven't done equally well in all sections of the New York metropolitan market. We have not, for example, been able to sell the largest wholesaler (a private brand house). We haven't the largest chain. Although we have distribution in all five boroughs of New York City and in Jersey City, we have done better in Jersey City, in proportion to possibilities, than on this side. We have done the least in Brooklyn, where the private label chains are strongest."

"But, all in all, we feel happy over the job done and optimistic for this year. In a few weeks, when the weather is warmer and people begin thinking about mayonnaise, we hope to add a few thousands more outlets."

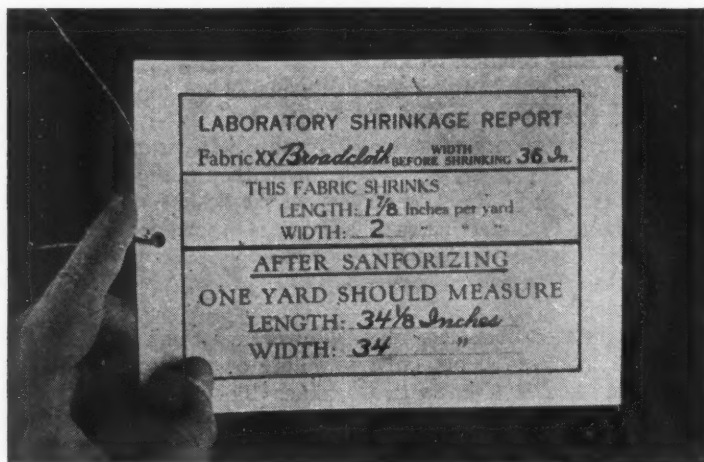
"New York's not so hard-boiled—even during depression—when you have something worth while to offer and know how to go about it. Introductions do mean work though—and merchandising alertness."

There was just one more question.

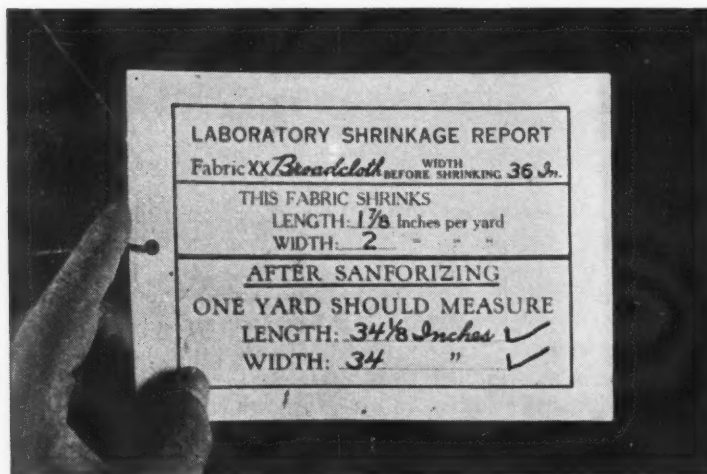
"Am I a New Yorker? Great guns, no! I came here only about five years ago. I started out as a retail grocery salesman down in N'Orleans."

How Cluett, Peabody Pull Dealers Out of the Price Rut

Dealers and salespeople of more than 1,000 retail organizations have seen the new film presentation of the Cluett, Peabody sales story, with the result that many dealers have been taught to trade up, many are now stocking a wider Arrow line, and the manufacturers are getting far better merchandising cooperation than they were ever given before.



Cluett, Peabody laboratory men put a sample of cloth from every consignment bought for Arrow shirts through several washings and tests to simulate the maximum shrinkage a shirt would get in normal laundering. They record this maximum shrinkage on a card which accompanies the lot of cloth through the Sanforizing process.



After the consignment has passed through the Sanforizing process, the shrinkage must check with the standard set by the laboratory.

B Y

A. O. BUCKINGHAM

*Director of Advertising,
Cluett, Peabody & Company, Inc.,
New York City*

THE manufacturers of Arrow shirts have found a three-reel silent film, "Points of Profits," not only a means by which actually to sell merchandise but an effective method of dramatizing a particular sales message designed to educate and develop the retail dealer.

Thirty-two Cluett, Peabody branch managers have already shown the film to more than one thousand store organizations, with the following results:

1. Many have standardized on Arrow shirts in our price ranges—closing out on lines formerly carried.
2. Many have added Arrow underwear and handkerchiefs to the lines they sell.
3. Many have bought numbers never before carried in stock.
4. Many have inaugurated shirt sales contests among their men. These have resulted in definite volume increases.
5. Many have given us closer promotional cooperation than they did before the showing of our picture. This includes increased advertising—window and store display and direct mail.

The executives of retail stores, including presidents, vice-presidents, merchandise managers, advertising managers and buyers, were invited to showings of the picture conducted at hotels. At these showings they were also given an opportunity to see the entire Cluett, Peabody line.

Following the showing to executives, arrangements were made for showing the picture to the retail salespeople. Ordinarily, the executives attended the second showing also. Thus all the men in a store's personnel connected with the purchase and sale of shirts had an opportunity to see the entire Cluett story and the entire Cluett line.

This method of distribution made it possible for retail clerks to see the entire Arrow line for the first time in their lives. Previous to the showing

of the picture most of the Arrow salesman's contact was with the buyer who selected the numbers which the store would sell. Getting the entire line before retail clerks (an auxiliary purpose of the picture) proved to be eminently worth while.

The results of the picture showings so far are greater than those originally anticipated because the picture was designed specifically to solve two sales problems. First, Cluett, Peabody had found that in the minds of most retail shirt salespeople, retail store executives and consumers, the idea of a pre-shrunk shirt which would not shrink further exists as one of the hopes possible in the millennium only. The Cluett, Peabody problem was to show the people behind the shirt counters of America, as well as the shirt buyers, that Sanforizing, a patented process, actually produces a shirt which will not shrink no matter how many launderings it is subjected to.

A second problem was to show retail salespeople the best and most successful methods of selling shirts, of tying in with Cluett advertising, increasing the unit of sale and using Sanforizing as a potent sales-building argument.

The scenario of the picture hangs on a discussion between owners of two haberdashery stores. The first one is a successful merchant. The second does a good volume of business, but makes little profit.

In explaining how he built a growing, successful business, the first retailer emphasizes the fact that "as shirts go, so goes the store. Where a man buys his shirts he buys most of the things he wears."

For that reason, the successful merchant explains, he has tied his banner to a good shirt—"Arrow."

The story follows with a sequence illustrating good methods of shirt salesmanship, and further explanation of how the various problems which are encountered in the day-to-day job of selling shirts are met in the successful man's store—and why they are not solved in the store which has not been making adequate profit.

Another sequence shows how the successful merchant ties in with Arrow advertising and merchandising. In explaining why he picked Arrow shirts, the successful retailer tells about his visit to the factory, and his conviction that Sanforizing really makes shirts shrink-proof. In this sequence the entire Sanforizing process is clearly, dramatically presented.

Thus the picture shows how to sell shirts, how to use Arrow advertising and merchandising helps, why the



"... something full of class like 'mortician', only meaning 'steam fitter'."

Sanforizing process is different and why a tie-up with Arrow will profit shirt retailers.

For instance, a Dubuque retailer had always insisted he could not sell shirts at more than a dollar and a half. The picture was shown to 325 people in his store between five and six o'clock. Following that, mailing was sent to five thousand customers and some local newspaper advertising done. Sales for the first day of this drive showed 90 per cent Arrow, but, more important, over half of the sales were for shirts at double the price at which the retailer normally sold.

The branch managers and wholesale salesmen, who were to show the picture, were trained not only in how to conduct a picture meeting with the retailer and his sales force, but how to report on the way retailers and clerks received the film showing and what results in sales the picture produced. The salesman gave the retailer publicity notices which told that the retailer and his men were to see the picture. After each meeting those attending were given booklets which high-spotted sales ideas contained in the picture. Further, the Cluett, Peabody salesmen were given plans for organizing shirt contests among clerks, based on the points presented in the picture. The salesmen were even given a manual on how to set up hotel room exhibits of merchandise to supplement the showings of the picture.

During the last ten months the picture has been shown to 1,026 store organizations, with audiences ranging all the way from two to 636 persons. Branch managers who show the picture are endeavoring to cover the "Account A" list of Cluett, Peabody & Company. The picture will continue

in use throughout 1932.

Some of the department stores permitted a showing to a majority of their sales personnel. In Chicago the film was shown to 636 salespeople of one store. After the showing the store suggested a tie-up in which every clerk, no matter what the department, was given a card to pass on to some one of his customers. If the buyer redeemed this card at the Arrow shirt counter the clerk sending the customer there got credit. A Milwaukee store permitted 125 of its sales personnel to see the picture in two groups. At first the personnel director of the store was against a showing. After seeing the picture the personnel director has asked that the picture be shown again in December to train the extra Christmas help brought in at that time. One chain of twenty-three stores showed the picture at its annual convention of executives.

The picture has had some plus values entirely unexpected. It is making friends among the local laundrymen, whose bane is the cheap shirt of uncertain ancestry which shrinks in laundering and brings the laundryman a complaint from the customer. When a Cluett, Peabody executive showed the picture before a group of advertising and business men in Worcester, a local laundry owner got up in the meeting and praised the Sanforizing process and the picture as a means of education. The picture was shown to the officers and certain other personnel of the Post Exchange at Fort Sill—twenty-nine Army persons in all. After the showing they ordered four hundred dozen shirts and gave a tentative order for four hundred dozen more, which alone practically pays for the cost of the picture.



Paseo de la Reforma, the Champs Elysees of Mexico City—but the automobiles are all of American make

Sales Opportunities for American Products in Mexico

"IS there a market for my goods in Mexico?"

The answer to that question is almost sure to be "yes," whether it is automobiles or desk calendars that you make; or eyeglass frames or farm tractors. It may not be the sort of market that will have an immediate or startling effect upon your sales chart, but it is some kind of a market for almost everything made in the United States.

I have been in Mexico City three months and have not seen a half-dozen foreign cars on the streets. All the buses—and they seem to run on every street of the city—all the trucks, from the shiny new ones of the breweries to the ramshackled old Model T's of the charcoal sellers, all are American.

You are apt to find a Cannon label in the corner of the towels in your bathroom, and the faucets of the tub and shower are marked "Hot" and "Cold," instead of "Caliente" and "Frio," indicating the country of their origin.

American radios play almost continuously in the homes I have visited. Many Mexican cigarettes are wrapped

BY
DOROTHY GUERNSEY

in Cellophane. Your favorite brand of breakfast food and American canned goods are likely to be on the shelf next to French wines and Spanish olives in the neighborhood grocery.

Eastman films, of course, vie with Agfa for the picture-taking privilege of the Republic. Stetson and Dobbs hats challenge the native sombrero. Many shops advertise "fine American shoes" and the occasional style shows feature New York as well as Paris models.

Pick up the silverware in the restaurant in which you are dining and you may find "Pick-Barth," "Rogers Bros." or a similar American mark on the back of it, and the chances are that your digestion will be soothed by music from an American radio. Your "tintoreria"—local for dyer and cleaner—probably has American pressing machines and some of the shoe repairing shops are now equipped

with the elaborate machinery used in the States for trimming down heels.

The little German restaurant and delicatessen which I frequent has recently converted its two big ice boxes to electric refrigeration and installed a Frigidaire counter. Incidentally, the tabasco sauce on the tables in this place is made by McIlhenny Company, New Iberia, Louisiana—rather odd in a country noted for its peppery sauces.

The American Blower Company, I have heard, is going to try to convert Mexico to steam heat for the cold nights and mornings. So far as I have been able to discover, only two buildings in the city now have steam, both being hotels. When you read an advertisement for a modern American style "departamento" with heat, it means that the rooms have electric heaters, which is fine for Westinghouse, General Electric and other appliance manufacturers, but not so good for American Radiator.

The familiar "school girl complexion" smiles on you from the sign boards—Palmolive has a factory here—and other boards urge you to "take" Coca Cola. I had my first bottle of

Orange
"Colonial"
pinned I
of the m
For g
"Aguila"
(Standar
clair) a
handsom
north of
The
ens on y
with a
with "
Mexico
Such
many p
accused
looking
checkin
mercia
68 per
into M
United
424,81
nonele
parts
trucks
(\$2,6
(\$2,5
produ
sugar
were
A
an a
99 p
in M
Nine
ing s
a bu
Com
State
C
Unit
sion
from
sion
as u
app
econ
poli
ing
apa
is
the
sky
sor
me
wh
up
Th
lis
th
w
ba
19
F
C
S

Orange Crush in little Taxco, the "Colonial gem" of the guidebooks, pinned like a boutonniere to the lapel of the mountains.

For gasoline you have the choice of "Aguila" (Dutch-Shell), "Huasteca" (Standard Oil) and "Pierce" (Sinclair) and the filling stations are as handsome and ubiquitous as they are north of the Rio Grande.

The rubber heels the cobbler fastens on your shoes are as often stamped with a familiar American name as with "hecho en Mexico" (made in Mexico).

Such a list might be continued for many paragraphs and still I might be accused of seeing only what I am looking for, and so I have done some checking up. At the American Commercial Attaché's office I learned that 68 per cent of all the imports coming into Mexico in 1930 were from the United States. Of these lard (\$8,424,816), passenger cars and chassis, nonelectric (\$6,080,912), automobile parts and accessories (\$3,244,761), trucks and buses (\$2,687,917), wheat (\$2,671,694), agricultural machinery (\$2,502,626), iron and steel tubular products and fittings (\$2,432,063), sugar mill machinery (\$2,351,926) were the leaders.

A Mexican friend, until recently an automobile salesman, tells me that 99 per cent of the automobiles sold in Mexico are of American origin. Ninety per cent of the radio receiving sets (1930 figures), according to a bulletin of the U. S. Department of Commerce, were made in the United States.

Coming to Mexico City from the United States you have the impression that at last you have gotten out from under the black cloud of depression. Business appears "to be going on as usual"; there are no bread lines, no appeals for the unemployed and the economic situation is not a topic of polite conversation. Considerable building is going on around town—new apartment houses, stores, homes; Ford is erecting a new assembly plant on the outskirts of the city and the first skyscraper (twelve stories high), something of an engineering achievement because of the ground upon which Mexico City is built, is going up across from the National Theatre. The Bacardis of Cuba recently established a plant here to manufacture their world-famous product.

But if you ask a business man he will tell you that business is bad, very bad, and the import figures for 1931 bear him out. According to the Foreign Commerce Department of the Chamber of Commerce of the United States, our exports to Mexico declined

53 per cent in the first nine months of 1931. The situation here, however, has been complicated by the monetary law which went into effect last July. At the time Mexico abandoned the gold standard the country went on practically a cash basis—without enough cash to finance its undertakings. The great cry since has been for credit relief. This condition was somewhat relieved recently when the Bank of Mexico was authorized to issue paper currency based on rediscounted paper from other banks. This is the first paper money Mexico has had since



"I had my first bottle of Orange Crush in little Taxco . . ."

1918. At the present time the Chamber of Deputies is discussing the question of permitting the Bank of Mexico to issue more paper money, backed by the \$5,000,000 being returned from New York due to the moratorium on foreign debts. With this additional currency—if the peso remains stable as it has for the past few months, fluctuating only slightly above and below 2.5 to the dollar—business should be much benefited.

In other respects Mexico is in a much more favorable condition than many other parts of the world. She is still primarily an agricultural country and 90 per cent of her population, so a member of the American Commercial Attaché's staff told me, are in a better position than they have ever been before in their lives, due to the agrarian laws which have divided up some of the large estates and given

small plots of land to the poorer people. A Mexican of the peon class, with a small piece of land to cultivate, can be practically self-sustaining.

Nor, as a man who knows Latin America very well pointed out, is Mexico largely dependent on one product, such as Cuba with sugar, Brazil with coffee and Chile with nitrates. Though her silver, oil and henequen industries have suffered greatly, she still has other vast resources; all kinds of minerals other than silver and gold, forests of cabinet woods, tropical fruits—banana growing is now undergoing considerable development—fish, vegetables and other agricultural products, chicle, etc.

Along with her agricultural and natural resources Mexico has also been developing manufacturing. The ultimate aim, of course, is to provide for all her wants within her own borders and the tariff has been increased progressively with that aim in view. But when, as in the recent case of motion pictures, the home industry cannot supply the country's needs, the tariff is temporarily lowered. Industrialization, however, is a slow process and it will be many years before Mexico will be able to produce all that she needs.

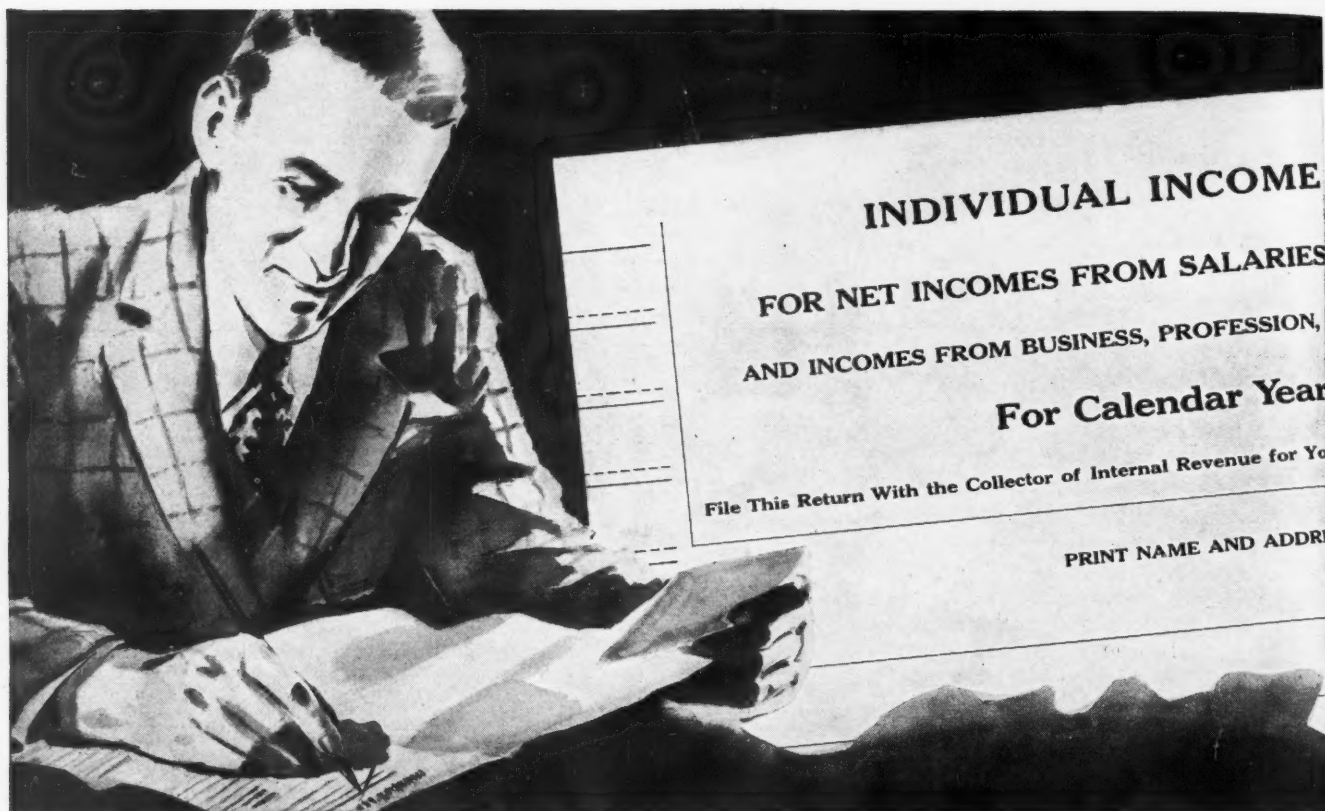
And just how big a market is Mexico for American goods? In 1929 our bill amounted to \$133,863,144; in 1930, \$114,764,388; in 1921, the biggest year, 322,560,479 pesos, or something more than \$161,280,239. Argentina, of course, is our biggest Latin American customer, and yet in a comparative break-down which the Commercial Attaché's office has made of Mexican and Argentinian imports from the United States in 1929, Mexico bought more than Argentina in six of the eleven classifications.

Our goods are popular here and, although they may be more expensive than those from other parts of the world, we have the time factor in our favor. In the days when merchants and distributors maintained large stocks and bought a year in advance, price might have been a determining factor, but today, as in the United States, only small stocks are kept on hand and goods are ordered from the factory as needed. In such a situation the dealer frequently prefers to pay a slightly higher price and get delivery within a week than to wait for goods to be shipped from abroad.

In laying out sales plans for Mexico one cannot treat it as the United States. For instance, the buying power of a Mexican city the American Chamber of Commerce of Mexico estimates to be one-tenth that of a city of sim-

(Continued on page 403)

When their Incomes



... they buy TWICE as much Soap

People with incomes of \$5000 or more (about a million of them) are segregated by the U. S. Treasury for income tax purposes . . .

That's the way markets are divided.

Do you realize that the Over-Five-Thousand-Dollar-A-Year Families replace their radios 50% faster . . . use 80% more Grade A coffee . . . 70% more canned fruits . . . 30% more antiseptics and mouth washes . . . spend twice as much on electric refrigerators . . . use seven times as many electric ironing machines . . . replace furnaces 50% oftener?

STATISTICS show that there is one passenger automobile for every 5.5 people in the U. S.

But new evidence—the first actual evidence of buying habits *by income*—shows that the family with an income over \$5000 actually buys *twice* as many new automobiles as the family with less.

It was a tremendous task to gather the records of a million and a half

family retail purchases in a typically American town

—to verify these records carefully through dealer investigations and civic records.

—to relate them to incomes through reference to state income tax reports.

TIME has done this job, tabulated the results, and is now ready to put this valuable information into your hands.

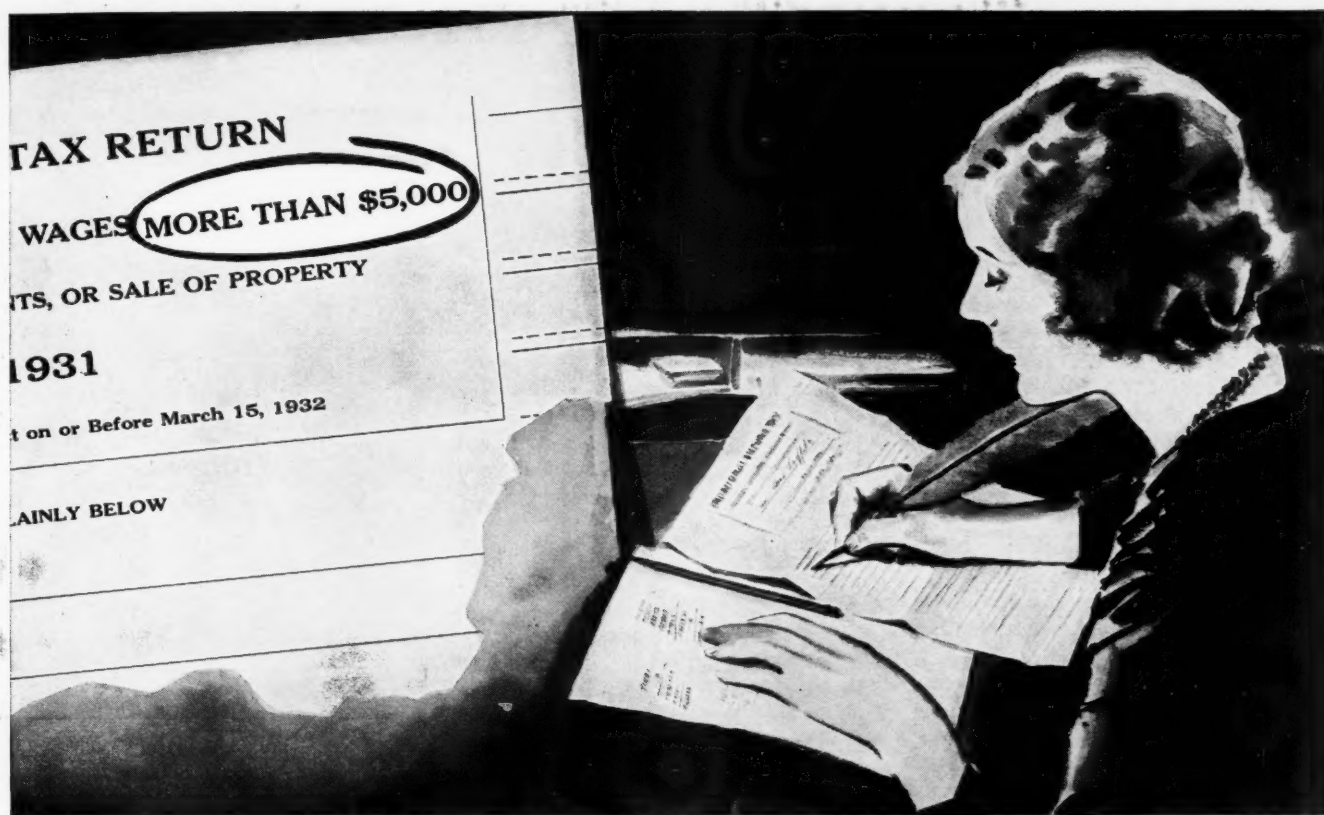
The survey, published in two volumes under the title of "*Markets By Incomes*," is the first accurate yardstick for measuring the relative value of markets by income groups.

It supplies exact information that will enable many manufacturers to know just what income groups are their best customers . . . the frequency with which each group buys . . . the class of product each group favors.

Sales executives will use "*Markets By Incomes*" as the basis of straight-shooting sales methods. It will clear away much of the fog that surrounds advertising strategy. It will point the way to a greater return per dollar of sales cost.

The information supplied in "*Markets By Incomes*" is given in both tabular and graphic form. Volume I is now ready for distribution to key executives concerned with sales and advertising.

are \$5,000 or More—



and TWICE as many Automobiles

"A great and useful job. It knocks one or two of my most cherished notions as to our market into a cocked hat, but that is just what is needed at this time."

PAUL G. HOFFMAN
President, The Studebaker Sales Corporation

"A noteworthy survey. An important step forward. Will be useful to many manufacturers."

MELVIN T. COPELAND
Professor of Marketing, Harvard Business School

"You are to be congratulated upon having secured such interesting material. Very useful in the work which we are carrying on... we shall no doubt have many occasions to refer inquirers to the information you have assembled."

JULIUS KLEIN
Department of Commerce

"Gives new and surprising information on market potentials by income classes."

HAL R. MACNAMEE
Richardson, Alley & Richards Co.

"It is unparalleled in its scope and in the picture that it gives."

HUGH MCKAY
The Joseph Katz Company

"This study will explode many existing theories and will make for more constructive advertising and sounder sales planning."

EDWARD V. PARENT
Lavin & Company

"Most useful to the man interested in the practical side of the distribution of commodities."

ERNEST S. BRADFORD
*Director of Bureau of Business Research,
The College of the City of New York*

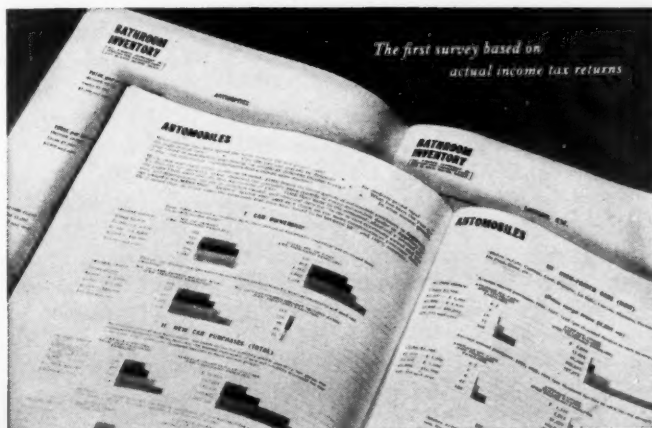
"A new high point... Should prove very valuable in helping to correct our views of what the American market really is."

PAUL H. NYSTROM
Professor of Marketing, Columbia University

TIME

The Weekly Newsmagazine

TIME, INC., 135 EAST 42ND STREET, NEW YORK CITY



Pontiac Motors Invests Million in Training and Bonus Plan

PONTIAC, MICH.—One million dollars will be spent this year by Oakland Motor Car Company for a course of training for retail salesmen and for a "split-bonus" plan of stimulating them, W. A. Blees, recently elected president of the company, informs SALES MANAGEMENT. For several years Mr. Blees was vice-president in charge of sales of the company. Of this amount \$200,000 is being devoted to a course of study from January 1 to March 15, in which five hundred classes are being conducted, and \$800,000 for special disbursements to salesmen.

The bonus plan (outlined in the "Managing Salesmen in 1932" section, SM, February 27) calls for the setting up of an accrual of \$9 on each Pontiac V-8 and \$7 on each Pontiac 6 manufactured. As deliveries are reported by the dealers each month, qualified salesmen will be paid during the following month \$4 and \$2, respectively, on each of these models sold. The \$5 balance on each model will be held in a bonus fund to be paid to salesmen at the end of the sixth month after deliveries.

It is recommended, but not required, that participating salesmen take the course in sales training.

"It is betraying no secret to admit that the standard of salesmanship in the industry during the past several years has been very low," Mr. Blees said. "Dealers have been unable to get the highest type of salesmen, to hold the ones they did get, or to train them thoroughly.

"This has been due chiefly to the rather small and uncertain earnings of automobile salesmen as a class. In order to secure and hold the higher type salesmen, we must make it possible for them to earn a fair income and relieve them of some of the uncertainty.

"We think the best plan is a combination salary, commission and bonus, and we are employing such a plan in our factory branches. There we pay our salesmen \$20 a week, plus 3 per cent commission on new car sales and 6 per cent on used cars, without any deductions for trade-ins, plus 10 per cent on accessories, and the same bonus as we pay dealers' salesmen, except that the full bonus is deferred instead of

being split. The small salary guarantees them a living, while the commissions and bonuses provide the necessary incentive.

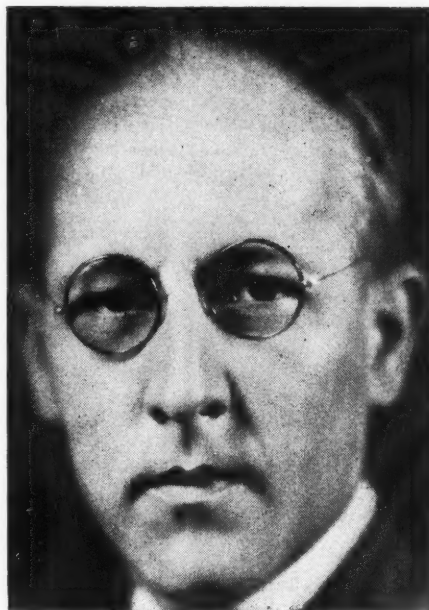
"We can't tell our dealers how they must pay their salesmen, however, so we merely say that in order to qualify under our voluntary bonus plan they must pay a minimum of \$40 on each new V-8 and of \$30 on each new 6, as well as the usual commission on accessories. We recommend that they pay 10 per cent on accessories and 6 per cent on sales of used cars. If a dealer pays only the minimum on new car sales, we recommend that he pay a bonus for volume above the average. Most of them pay more than the minimum.

"This plan assures a qualified salesman of not less than \$49 for each new Pontiac V-8 he sells and of \$37 on each new Pontiac 6, without deductions for trade-ins.

"The split bonus compensates somewhat for seasonal fluctuations, while it also places a premium on continuous service. The major portion of the bonus is payable six months after the sale is made, hence deferred bonuses on the large volume sold during the best season are payable during the dull season and vice versa.

"The plan will serve to hold good salesmen in the organization, because if they leave they forfeit their deferred bonus. At the same time we realize that occasionally a good salesman can't work to best advantage under a certain dealer or sales manager, while one dealer may not like or know how to manage a certain salesman who would do well with another; also that it is sometimes necessary or desirable for a salesman to move to another city. For these reasons, we provide that a qualified salesman may leave the employ of one Pontiac dealer without forfeiting his deferred bonus, provided he enters that of another within thirty days.

"The plan is calculated to secure, hold and reward a high type of salesmen. Even the highest type of salesmen require special sales training, however. So we set as one requirement the passing of a standard examination, based on a sales training course. Heretofore, we have been accustomed to send out a lot of sales literature and



W. A. Blees

expect the salesmen to read and use it. They didn't, of course, because there was no guidance or compulsion. This plan provides both and promises definite rewards."

In the preparation of the course, the factory sales executives obtained assistance from successful dealers and sales managers.

Before introducing it, late in 1931, they had the 300 field men take the course themselves. This provided an opportunity to standardize the procedure of instruction and examinations. While dealers and sales managers take the course with the retail salesmen, they are also furnished a special sales "guide."

Curtiss-Wright Handles Aeronca Distribution

NEW YORK—Aeronautical Corporation of America, Cincinnati, has effected an agreement with Curtiss-Wright Flying Service, New York, whereby the Flying Service will handle national sales and service for Aeronca airplanes.

Distribution will be through the thirty bases and 387 dealers affiliated with the Flying Service, John S. Allard, president of Curtiss-Wright, explained. In addition the Aeronautical Corporation will place demonstrators at several points throughout the country.

Faber Risks \$250,000 in All-Distributor Sales Program

BROOKLYN—Embarking on a policy of selling "only distributors and not direct to consumers," Eberhard Faber Pencil Company, here, is risking the loss of \$250,000 in direct business annually, which has been done with public utilities, manufacturers and other large pencil consumers, H. B. Elmer, sales manager, explained to this magazine this week, in announcing the new policy.

The policy also involves selling "only to distributors who resell at prices which allow a reasonable profit not only to themselves but to all other distributors generally."

"It is true that under our laws we cannot dictate resale prices to any class of our distributors," Mr. Elmer continued. "It is lawful, however, for us to select our customers. We shall refuse to sell our merchandise to any wholesaler who resells it to the consumer" at such below-profit prices.

Also, "we shall protect the wholesaler . . . by not selling to the small dealers, who are properly the customers of the wholesaler."

"We do not seek, however, nor shall we accept the assistance of any distributor in the enforcement of this policy on others, as this is unlawful," Eberhard Faber will continue its quantity discount plan for large purchases. The new policy is being announced in stationery trade papers.

"Though we are making some sacrifice in refusing to sell direct to large consumers," Mr. Elmer concluded, "we believe that the higher morale established throughout our distribution organization in the end will make the new policy more profitable."

To Scrap Trade-in Presses

CLEVELAND—Harris Seybold Potter Company will announce soon a pledge to "scrap any obsolete press taken in trade for a new press at its true value," H. A. Porter, vice-president in charge of sales, pointed out in a talk before the Typothetae Franklin Association, in Detroit last week. "It is folly to blame the times when, with modernization of plants, you have within you individually the power profitably to work out of the situation," he said. "I cannot believe that either machine obsolescence or executive obsolescence will continue after attention has been called to its existence."

CHICAGO.—George L. Doherty has been elected president of the Doherty-Brehm Company, to succeed E. W. Brehm, resigned. Mr. Doherty, formerly vice-president in charge of engineering activities, is the inventor of the company's humidifying radiator and air conditioning system.

Faber Policy-Maker



H. B. Elmer

General Electric Offers the Electrified Cop

SCHENECTADY—The clothes problem, too, may be solved by General Electric Company. An electrically heated uniform and shoes for traffic policemen operating from metal plates on the heels of the shoes, which contact with a low-voltage storage battery supply of electric current when the officer is standing on plates set in the street pavement, was demonstrated by the company this week.

Several thin rubber strips about one-half inch wide and flexible, with a heating element vulcanized inside, were sewed inside his uniform, and thin insoles of the same material were fitted in his shoes. These were connected by small insulated wires to the metal plates attached to the heels of his shoes, the positive leads to one foot and negative leads to the other.

On the pavement were two metal plates set closely together and insulated from each other. One of them was connected to the positive terminal of a 12-volt storage battery, the other to the negative. When the officer stepped on these the plates on his heels made contact and within fifteen seconds the heating units would begin to warm up.

Aggressive Selling, Product Research Profit Factors

NEW YORK—Fourteen per cent of 900 companies analyzed by National City Bank of New York had greater net earning in 1931 than in 1930. A number of others, however, reduced their deficits last year. Among factors responsible the bank notes:

(1) A thorough housecleaning job already done in 1930, so that the improvement indicated was partly a matter of bookkeeping transactions.

(2) Smaller losses on inventories in 1931 than in 1930, and the writing down of valuations against reserves previously set up.

(3) Relatively greater reduction in prices of raw materials than in selling prices of finished goods.

(4) Lower operating and overhead costs through the application of economies.

(5) Lower unit costs through reduction in salaries, wages and bonuses, and through more efficient distribution of work.

(6) Successful results of research in the development of new products and technical or style improvements of old.

(7) Maintaining sales volume through intelligent and aggressive advertising and selling.

(8) Elimination of unprofitable items, departments, branches or territories.

(9) Recognition that drastic price-cutting is ruinous to the entire industry.

(10) "Dressing up" the product by attractive, waterproof, dustproof, sanitary packaging.

Sales Management Clinics Launched by Studebaker

SOUTH BEND.—"Fully recognizing the importance of sales management, Studebaker is centering its efforts on the sales manager in addition to training the salesmen," Roy H. Faulkner, vice-president of Studebaker Sales Corporation, pointed out this week in announcing a series of sales clinics now being held by the corporation in twenty-four cities throughout the country.

"If a salesman hasn't the right kind of leadership or inspiration, or is not properly trained by the sales manager," Mr. Faulkner added, "he can't be expected to produce properly."

"In no small measure his success or failure lies at the door of management. The purpose of the sales clinics is to show how to apply leadership and make it pay."



An oil station's show window—one of Standard of Pennsylvania's "island stores"

Standard Oil Stations Become Automotive Department Stores

NEW YORK—A report that subsidiaries of Standard Oil Company (New Jersey) would sell hot dogs at their service stations was categorically denied to SALES MANAGEMENT this week by an executive of that company.

The stations are not yet department stores, in the sense that they satisfy every conceivable human need, this executive added; but they are developing rapidly into complete automotive accessory and tire department stores. In this respect, they are competing more and more aggressively with the established accessory and tire stores along the Atlantic coast and in the south. Other Standard Oil companies are carrying out similar policies elsewhere.

"Superservicestations"—one of them, in Washington, D. C., a block long—are being established.

And the line includes such incidental products as household lubricants, spot removers and auto robes.

Service, of course, is just a polite name for selling. New developments along this line include the "Servicenter," the "island store" and various new members of the Atlas line of products. Atlas Supply Company was formed by the New Jersey company to purchase tires and other automotive products at New Jersey's specifications. It also sells tires and other products to the Standard of California and other members of the group. From Goodrich alone last year Atlas is said to have purchased 750,000 tires.

Batteries and spark plugs recently have been added to the service station line; fuses, windshield wipers, light bulbs, oil filters and tire chains, too.

Another New Jersey subsidiary—Stanco (Nujol, Mistol, Flit and Daggett & Ramsdell cosmetics)—is also getting an outlet for miscellaneous products through the parent's service stations. Tri-Rad radiator rust preventive, Koto (a light oil for lubricating the upper cylinder), and Trim automobile polish are some of them. A form of service tried out successfully in the marketing territory of Standard of Pennsylvania (New Jersey subsidiary) and which will probably be extended soon to those of New Jersey itself and of Colonial Beacon Oil Company in New England, is the "island store." This is a metal and glass case set up on the pump island, where the customer must see it while his car is being serviced. It contains a lot of automobile accessories. "Shop from your car" is the slogan.

The new Washington station is called a "Servicenter." In addition to service offered at the regular stations, it offers such things as car washing, vacuum cleaning of upholstery.

Continental Acquires DeVaux of Michigan

DETROIT—Continental-DeVaux Company has been formed as a subsidiary of Continental Motors Corporation, to acquire the Michigan assets of the DeVaux-Hall Motor Company, against which a bankruptcy suit has been filed. DeVaux-Hall, with headquarters in Oakland, California, was organized last year, Norman DeVaux having been president and general manager of the Durant Motor Company of California, and Colonel Elbert J. Hall, co-designer of the Liberty motor. Although all officers have not been chosen, it was announced that R. H. Mulch will continue as sales manager of Continental-DeVaux, and George R. Scott as production manager.

S. L. Avery Shoulders Montgomery Ward as Everitt Resigns

CHICAGO—Complete responsibility in the task of transforming Montgomery Ward & Company's \$10,000,000 deficit of 1931 into a profit has been placed by J. P. Morgan & Company on the shoulders of Sewell L. Avery. President of United States Gypsum Company for a quarter of a century, where he made a notable record of expansion, Mr. Avery became chairman of the board of Montgomery Ward last November, to succeed Silas H. Strawn, Chicago attorney and president of the United States Chamber of Commerce, elected chairman of the executive committee.

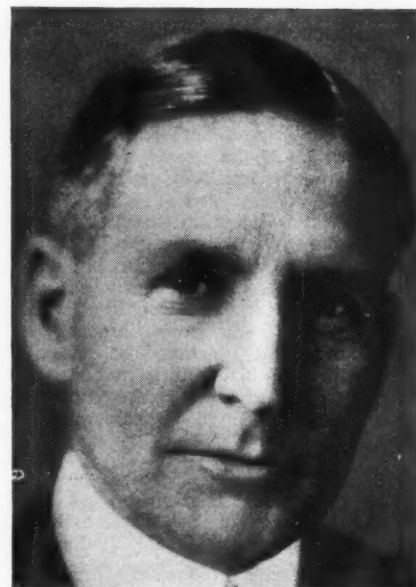
Then last week Mr. Avery also was chosen president—taking over the duties held for the last five years by George B. Everitt. He remains as head of United States Gypsum.

Walter Baumhoger, formerly vice-president in charge of retailing, continues as a vice-president, and Harry E. Hughes, vice-president in charge of mail order, becomes vice-president in charge of operations.

Mr. Avery reported a change for the better in the business of both the store and mail-order divisions in the last few weeks. Forty stores have been closed recently and the company is seeking lower rentals and effecting other economies.

As to whether Ward would show a profit this year, he replied:

"It is a slow job to change a company of this size from red to black. Give me a longer time element and my personal conviction is that the answer is an enthusiastic yes."



Sewell Lee Avery

Sales Opportunities for American Products in Mexico

(Continued from page 397)

ilar size in the United States. Nor can the same sales methods be used successfully.

They tell a story here of an energetic young automobile salesman who came to Mexico with the idea of using direct mail to persuade the natives of the country districts to trade in their burros for new Fords—or perhaps it was Chevrolets or Pontiacs. Anyway, he had a great quantity of handsome literature made up in Spanish and sent out. Then he sat back to await orders. After considerable waiting he got one inquiry, which so revived his drooping spirits that he immediately wired a reply. And that was the last of his one and only prospect.

There is one factor, however, which I believe is going to have an increasingly important effect on Mexico as a market for American goods—that is the fast-developing tourist trade. According to recent estimates, tourists—by far the greater number being American—left between forty and fifty million pesos in Mexico during 1931, and the interest in Mexico as a tourist country has only just been awakened. When the new highway between Laredo, Texas, and Mexico City is completed—as it is hoped to be this year—some people foresee a million Americans a year driving down across the border to a country so different from their own and yet so near. The Mexican government is doing everything in its power to aid this new "industry" and is building new motor roads as fast as possible to open up picturesque parts of the country to eager visitors from the north.

And with American tourists come many changes. Not only do we contribute to the buying power of the countries we visit, but we are also noted for demanding American comforts along with our foreign scenery. New hotels must be built or old ones modernized and other provisions made for caring for motorists along the road. Towns which have changed little since the days of the Spanish conquest will suddenly be catapulted into the twentieth century. Whether this is fortunate or not for Mexico is a matter for philosophers to decide, but it seems inevitable. And with these changes there should be a greater demand for all kinds of manufactured goods, including those we make across the Rio Grande.

EXECUTIVES SAY SALES CONTROL MAP BIG HELP IN ROUTING BEST MARKETS

See-at-a-Glance Symbols and Population Grouping
Popular Features

SPOTS ALL CENTERS OF 10,000 POPULATION BASED ON LATEST CENSUS

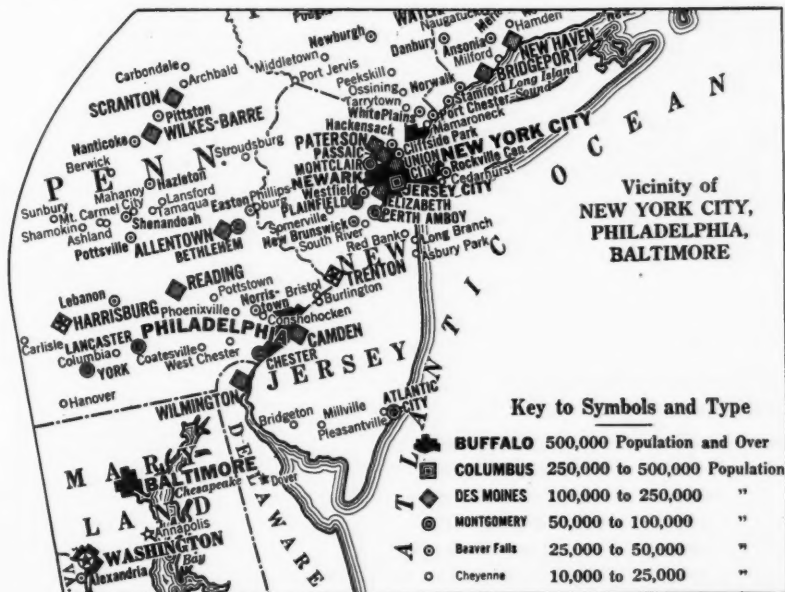
The Sales Control Map which SALES MANAGEMENT illustrated and described two weeks ago has met with a popular response from readers.

Among the firms which have ordered copies for sales or advertising use are Lehn and Fink; Bessemer Cement Corp.; DuPont Rayon Co.; Crystal Chemical Co.; Outdoor Advertising, Inc.; The Todd Co.; International Magazine Co.; Chas. H. Phillips Chemical Co.; International Business Machines Corp.; The Kotex Co.; Estate Stove Co. and Pepperell Manufacturing Co.

lation of a city from one census classification to the class above.

As examples of TRUE population as against CENSUS population, Washington, D. C., has a population of 486,869, and technically belongs in Class 2, but the immediate suburban area rightfully puts it in Class 1 (cities of 500,000 or more) and that is how it shows up on this map. Wilkes-Barre has a census population of 86,626, but the nest of immediately adjacent small towns around it makes its true population above 100,000.

Executives who are using the map tell



Copyrighted 1932 by the Mapdraft Company

This new Sales Control Map gives the exact location and comparative population importance of 1,134 cities in the U. S. A. and Canada. Finely lithographed on a heavy quality of bond paper; size 44 x 30 inches. Price, postpaid, in mailing tube, \$3.50. Use coupon below.

As shown by the reproduction above of one small, congested area in the East (greatly reduced), the new Sales Control Map gives both by graded type and see-at-a-glance symbols the relative importance of city areas. The census figures were used as a BASE, but attention was given to the immediate suburban areas which so often transfer the TRUE popu-

us that they find it extremely helpful in locating density and mass purchasing power at a glance, for marking off jobbing territories, for setting up new territories for salesmen based on latest population, retail sales and income reports, for operating map tack systems, for visualizing distribution of retail outlets, etc.

SALES MANAGEMENT, INC.,
420 Lexington Avenue, New York, N. Y.

We enclose check for \$3.50 for which send us postpaid one copy of the SALES CONTROL MAP.

Company
Street
City State.....
Mark for attention

Introduce Glass Bricks for Display Purposes; Glass Houses Soon?

CORNING, N. Y.—People who live in the glass homes of the future—made of glass bricks, just developed by the Corning Glass Works—can throw stones. The bricks have a "compression value" of 5,000 pounds to the square inch. At present, however, they are being used for display purposes. They may become basic building materials later.

The Corning Works make Pyrex and Steuben glass products.

Intended chiefly for non-weight bearing walls, the brick is similar in shape but deeper than an ordinary clay brick—two of glass equaling in cubic capacity three of clay. Open on one side, the glass brick is provided with ridges and counter-sunk spaces for quick and accurate placement. Waterproof cement and sharp sand is used as mortar.

The brick is made of Pyrex heat-resisting glass. It is hollow, similar in shape to a rectangular box without a lid. Its "compression value," A. E. Marshall of New York City, consulting engineer to the Corning Works, told this magazine, compares favorably with that of clay bricks, which runs between 2,700 and 6,200 pounds—the average being about 4,300.

To increase its light-gathering qualities, the brick has prismatic ridges. These, however, also limit transparency.

The reflective qualities of the glass brick have created some demand for it for display purposes. Certain architects plan to employ it in vertical bands, usually about a yard in width, extending from the third or fourth story to the top of tall business structures.

It will probably be a year or two, Mr. Marshall added, before the brick will be generally used for actual construction purposes. The Corning Works are following the example of Germany, where "glass houses" are becoming more and more common.

The present price of the glass brick, of course, is higher than that of clay—Mr. Marshall preferred not to say to what extent.

Price Decline Insurance

NEW YORK—"In line with our policy of protecting those who distribute Hercules products, we are assuming all risks of a price decline during 1932," S. A. Wander, president and general manager of the Hercules Chemical Company, Inc., pointed out in a letter to the trade this week. Distributors will be "compensated in such a manner as to insure no reduction in the profits."

Andes-Amazon Explorers Conduct Package Tests

NEW YORK—Commercial research will be blended with archeological investigations in Dr. Herbert Spencer Dickey's Andes-Amazon expedition which sailed from New York a few days ago for South America. In addition to evidence of pre-historic civilizations, Dr. Dickey will test new paperboard boxes of the Robert Gair Company, here, in which much of his supplies has been packed.

The studies will cover moisture-resisting, insulating and strength or toughness qualities of corrugated and solid fiber paperboard. Dr. Dickey's route will include some of the highest and driest altitudes, as well as some of the hottest and most humid jungles. It will be made by various types of transportation.

The packages are of double-wall, corrugated, with a film of odorless asphalt imbedded between them.

Studebaker Good Will \$1

SOUTH BEND—A proposal to write-down the valuation of the trade name, goodwill and patent rights account on the balance sheet of the Studebaker Corporation of America, from \$19,807,276 to \$1, was made by Alfred R. Erskine, president, this week.

More Goodyear Promotion

AKRON—Goodyear Tire & Rubber Company announced this week a substantial increase in its advertising program for 1932. A large part of the program will be fifty-fifty cooperative advertising with dealers. The company suggests a dealer appropriation based on 1¼ to 3 per cent of net purchases in 1931.

CINCINNATI.—Verner C. Kreuter has been elected vice-president of the American Laundry Machinery Company, to succeed his father, the late Adam Kreuter.

Radio-Advertised Goods and Stars Will Appear in New York "Fair"

NEW YORK—A Radio Sponsors' Fair—to enable radio advertisers to bring their products and entertainers before a visible audience, will be held, under the auspices of *Radio Guide*, weekly national "fan" paper, at New York early in June. The fair, to run for a week before an estimated attendance of 100,000, will take place either at Madison Square Garden or Grand Central Palace.

A dozen advertisers already have agreed to participate, M. J. Klein, advertising director of *Radio Guide*, told this magazine.

A stage will be erected as part of the auditorium where exhibitors will demonstrate products and where the radio artists will perform. The admission charge of 25 cents, Mr. Klein said, will entitle each person to "about a dollar's worth of samples." Exhibit booths will surround the auditorium. On Monday of the Fair week there will be a home economics show, on Tuesday a cooking school, Wednesday a fashion show; Thursday, health and beauty; Friday, men; Saturday, children. The chief requirement of entry is that the exhibitor use \$1,000 of advertising space in *Radio Guide* over a period of six months—and not less than 300 lines during the fair week.

"Each person who enters the exhibition hall," Mr. Klein explained, "will receive a large bag together with a booklet containing coupons, each of which will entitle him to one sample from each exhibitor."

It is expected that programs will be broadcast from the stage.



Dickey Expedition and a few of their packages. Dr. Dickey is third from left.

Let's Go—NOW

RIGHT *now* fountain owners in every section of the country are giving serious attention to the importance of putting their fountains in first-class condition. Uppermost in their minds is the thought of replacement, the discarding of obsolete and worn equipment and the purchasing of sufficient supplies for their Summer business.

Looking forward to this usual busy season, not far off, and to the necessity of capitalizing to the fullest on this Summer trade, requires an investment for these owners *now*.

THEY MUST BUY

And, for guidance, they are turning to the pages of SODA FOUNTAIN. This is *their* paper and it influences *their* purchases. Your message to this vast audience of 60,000 readers *now* will do considerable toward directing their buying in your favor.

You are fully assured of the investment value of your advertising dollar—this productive medium represents the lowest in cost per page per thousand of any trade paper of similar size. As the *only* medium of the industry for over thirty years, SODA FOUNTAIN completely dominates the fountain field.

Sound sales strategy should compel you to act *now*.



**SODA
FOUNTAIN**

420 LEXINGTON AVE., NEW YORK



Editorials

YELLOW DOGS: Anyone who listened to the broadcasting program which inaugurated the drive against hoarding, or who read the speeches of the leaders of this campaign as they appeared in the newspapers the following day, could hardly fail to have what might be termed "an aroused attitude" toward hoarding and hoarders. Certainly President Hoover, Colonel Knox, Secretary of Treasury Mills, Senator Robinson and General Dawes did themselves proud not only in explaining the adverse effects which hoarding has upon business rehabilitation and the volume of employment, but also in the vigor with which they painted hoarders as traitors to their country. This latter phase needs considerable and continued emphasis. No one can blame people for wanting to keep their hard-won earnings in a safe place, but when there are so many absolutely safe places which still keep currency in circulation, the whole principle of hoarding becomes thoroughly abhorrent. The citizen who has so little confidence in the United States and its government as to practice hoarding—even the hoarding of gold—as essential to his personal welfare, is hardly worthy of being allowed to stay within the borders of the United States. . . . It is, of course, true that hoarders not only shipwreck the opportunities of others, but in the end shipwreck their own fortunes. This material side of the whole matter, however, does not seem nearly as vital as what might be termed the spiritual side. No one can deny that currency hoarding reduces the credits available for business and, thereby, the possible volume of business and the possible volume of employment. Hence, the hoarder is hurling deadly darts at his neighbors, friends and fellow countrymen at large. No one who engages in any such practice should be looked upon as a patriot or for that matter as even a normal American. The hoarder is as vicious and despicable as the criminal type of Communist. It would be very interesting if a nationwide campaign were started to the end that everyone who is against hoarding and is not hoarding would wear a button or label to that effect. If this campaign were carried to its full lengths—as almost any campaign involving patriotism can be—we should soon know just who the hoarders are and we should then be able to place the stigma of traitor and the tag of "Yellow Dog" upon them. . . . Bankers are justified in blaming hoarders for keeping them ever fearful of runs and heavy withdrawals of deposits. Business men are justified in heaping upon them responsibility for lack of the necessary credit volume with which to improve the volume and profitability of business as a whole. Workmen are justified in damning them for keeping literally the bread from their mouths, roofs from over their heads and clothes from their backs. The kidnapping of the Lindbergh baby illus-

trates how America and Americans must be emotionally aroused before they take important issues seriously and provide adequate solutions of their own. Hoarding is another one of those crimes against society which warrants aroused emotionalism and consequent decisive action. Hoarding is a social crime which should be charged just as vigorously—and in fact more so—against the rich as against the relatively poor. "Yellow Dog" is too good a name for the traitorous hoarder.

ALCOHOL AS AN ISSUE: It is becoming increasingly obvious that our so-called national politicians are for the most part anxious to avoid making any issue of the Eighteenth Amendment and the repeal or revision thereof. Business men have sat by, for some years now, watching the gradual infiltration of rackets into the whole sphere of business. They have witnessed a gradual wedding between racketeers and government, including not only the police, but in some degree even our judiciary. . . . Another reason why alcohol cannot be kept out of the public limelight as a public issue lies in another economic phase. Right now we are on the point of witnessing the passing of a new tax law which is likely to call for a general sales tax on manufacturing of a sizable percentage and increased taxes on a number of specific industries, some of which are already highly burdened, and some of which are poorly situated to withstand new handicaps. In all, more than a billion dollars of increased revenue must be raised through new taxes, plus an increase in old taxes, particularly the income, gift and inheritance taxes. We all know that alcohol by one tax or another is capable of producing, single-handed, almost enough to entirely balance our Federal budget, and we all know that approximately the same money is now being dispersed in one way or another to members of the criminal world and, indirectly in many instances, to our governmental officials with consequent personal corruption. We all know, further, that we are spending nearly as much to enforce an apparently unenforceable law as we now propose to economize by way of reduced expenses in the Federal budget. Possibly alcohol will not become a full-fledged issue while the new tax bill is in process of being passed. Possibly alcohol will not become a major issue until after the next president of the United States has been duly elected. But it does seem inevitable that when business has struggled under the new load of taxation for, say, a full year, and when rackets and racketeering have accomplished another year of "progress," alcohol will then become an issue which no politician can successfully avoid or perhaps will even want to avoid.

Garden Tools for the Ladies; Stanley Line Promotes Hobby

NEW BRITAIN, CONN.—The Stanley Works, hardware and carpenters' tools, is tackling the feminine market.

As a courtesy present to a woman who had made his last summer's vacation pleasant, a salesman of the Stanley company presented her with a set of Stanley garden tools. A gardening enthusiast, she was tickled to have them and showed them to friends who were also home gardeners. That was up at Prout's Neck, Maine. The friends wanted tools of the same kind and besieged the local hardware store with orders during the season for some 50 sets.

Impressed, the Stanley Works has developed garden tools especially adapted to women's use. Weight and length of handle were carefully worked out. The tools, of cold-rolled steel, are strong and light. There are two lines—long- and short-handled.

The long-handled tools are originally designed. Each is forty inches long and weighs about eighteen ounces, with a handle of steel tubing. This line consists of a four-prong fork, four-tine cultivator, two-tine cultivator, oval-shaped hoe, pointed hoe and a spade.

The line of short-handled tools comprises a trowel, a transplanting trowel, a four-tine fork, a two-tine fork, a five-tine cultivator, a two-tine cultivator, and a dibble for transplanting. Stanley has finished them in bright-colored lacquers. The long-handled tools are green with orange ends, the short, orange with black ends. The sets are packed in attractive boxes.

There are also "accessories," such as garden markers and stakes. The garden markers are used for labeling early plantings; the stakes—30, 45 and 60 inches long—for supports for hollyhocks, delphinia, cosmos and other tall flowering plants. By threading cord or wire through the holes, a gardener also can use the stakes for making borders.

In addition to the especially designed long-handled tools and the standard short-handled tools, the company offers several unusual tools such as a weed cutter and "Pleasure Trim" grass shears, for cutting around flower beds, shrubs and trees, and along walks and driveways—without bending over.

Prior to placing the tools on display, the company advertised directly to the retail trade through color pages in hardware trade papers. The feminine gardener story also is told in the

Stanley News, sent to 22,000 dealers. Special catalogue pages have been prepared for the jobbing trade, setting forth descriptions of the tools. Also merchandising material and a special dealer unit of purchase have been arranged so that the jobbers may have not only the tools but a merchandising plan to lay before the dealers to aid them through window and store displays to merchandise the tools.

Dealer helps include a display stand of black and silver.

A five-piece window trim unit furnished by Stanley Works is used as a centerpiece for a general garden equipment window. This window trim consists of window display card and window streamers, lithographed in eight colors. The display cards to hold the short-handled tools are adapted both to window and counter displays.

A circular on the Stanley lines has been prepared for dealer mailings to customers and to members of garden clubs. Suggestions are given by Stanley to the retailer as to good methods for helping to form garden clubs and fostering an interest in gardening.

"Market Research Sources" Has a Fifth Edition

WASHINGTON—The fifth yearly edition of "Market Research Sources" has just been published by the Marketing Service Division of the Department of Commerce. It contains a record of market research investigations, including problems relating to the transfer and sale of goods and services between producer and consumer, relationship and adjustments between production and consumption, preparation of commodities for sale and their physical distribution, wholesale and retail merchandising, the various financial problems concerned in distribution and, with this issue, the development of statistical data of value in carrying forward business research. Among "agencies" listed are Government bodies, trade associations, universities, chambers of commerce, newspapers, magazines, advertising agencies, publishers of books and trade directories, research foundations and individual business.

ALLENTOWN, PA.—G. Fred Sherman, former assistant sales manager of Tube-Turns, Inc., Louisville, is now manager of sales of the Forged Fittings Division of Bonney Forge & Tool Works.

100 Sound Plans for Training Salesmen

SALES MANAGEMENT has just compiled a new bibliography of articles on hiring and training salesmen, which will be sent without charge to any subscriber. It covers feature and news articles published in *Sales Management* since January, 1930.

SIMILAR bibliographies, together with lists of sources of supply for various materials and services, have been compiled on the following subjects:—

Sales Contests that Rang the Bell

" " "

Compensation Plans for Salesmen

" " "

Sales Films—How They Build Business

" " "

Efficient Sales Tools—Kits, Manuals, Portfolios, etc.

Address

Readers' Service
Bureau

SALES MANAGEMENT

420 Lexington Avenue
New York City

Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, D. C., March 9.—From the viewpoint of the manufacturer and distributor, the threatened breakdown of the Federal Trade Commission is the big Washington news of the week. The 1933 appropriation bill, just reported to the House, carries a cut of \$460,000, which the commission finds necessary to carry on the investigations into four industries ordered by the Senate.

If the cut stands, it will cause the loss of about 200 jobs by the first of July and seriously curtail the regular work of the organization. To carry on the work ordered by the Senate, the commission will have to draw on its appropriation for routine activities. W. E. Humphrey, chairman of the commission, recently said that the present condition is due to a practice of Congress to order investigations without providing the funds necessary for the work.

It is possible that the trade practice conferences will be curtailed or, perhaps, discontinued. Mr. Humphrey said that if the reduction in the budget stands it will disrupt and disorganize the whole work of the commission. The fight for additional funds will be carried to the floor of the House and, if this move fails, friends of the commission are planning to enlist aid in the Senate.

During the last few years considerable opposition to trade practice conferences has developed in both the House and the Senate. When the present appropriation bill was in committee, representatives from South Carolina and Texas testified against the conferences and asked that no funds be allowed for them, on the ground that they tended to destroy competition and were detrimental to the public.

The Greatest Danger from the Sales Tax will be its tendency to emphasize prices in the merchandising of all products affected, according to several government economists. The system has worked so well in Canada as to indicate that there will be little objection to it after it has been in force a few months. Advocates even say that, in many industries, the tax, in furnishing a cause for slightly higher prices, will turn the price tide.

Merchandisers of Grocery Specialties are finding a rapidly increasing volume of valuable material from the work of the Bureau of Foreign and Domestic Commerce. A recent effort has resulted in an outline of inventory and stock control procedure that is so simple that any retail grocer can use it profitably. In a number of instances this plan has been tried out and has been proved exceptionally practicable, and it appears to be invaluable for those manufacturers and distributors who are honestly attempting to educate retail grocers.

What Have You for My Industry? This question has been asked many thousands of times by manufacturers who have written to or called at the offices of the Department of Commerce. Until recently, the answer largely depended on who happened to answer; but now the department is equipped with a functional index of publications issued by its various organizations. As an example, there are fourteen items listed under the head of "Advertising," and

forty-one under "Sales Management." Copies may be obtained from any district office of the Bureau of Foreign and Domestic Commerce.

A National Merchandising Alliance which will gradually equip individual chambers of commerce with a complete and thoroughly tested merchandising service for extension to manufacturers and merchants, has been concluded by the Department of Commerce after eight months of preparation. The U. S. Chamber of Commerce is co-operating.

One of the most important phases of the program is to determine where money is being lost and made for every business that applies. The department, through many avenues of experimentation, has succeeded in reducing complicated and mysterious cost accounting theories to a simple plan of cost examination. It is not a system, but a plan of action that can be worked out cooperatively with local auditors, accountants and bookkeepers.

Steel Houses are having the attention and interest of several government organizations. One large manufacturer has reported to the Department of Commerce that his company has been observing the development of the construction of steel residences, has worked out definite plans, and will be selling steel houses in a short while. Another manufacturer is planning to sell 100,000 steel homes in the next three years, and has asked for bids on 25,000 electric refrigerators, stoves and other equipment. Still another manufacturer has claimed that he can produce satisfactory houses of steel and sell them complete at a saving of from 25 to 35 per cent below the cost of frame houses of the same size. Within a few months it appears that a national campaign will be in full swing to introduce steel houses.

The Government is interested because this campaign may be the means not only of reviving the steel industry, but of increasing home ownership and providing a new industry that will take up a large amount of the labor slack.

The Anti-Hoarding Campaign is reported to be resulting in exceptional gains. Back of it is one of the administration's strongest hopes and observers have pointed out that the salesmen of the country can aid tremendously if they are generally instructed to talk briefly and wisely on the subject.

The Capper-Kelly Bill will be reported to the Senate without recommendation and thus the House once more passes the buck on a measure that has burdened its committee on interstate commerce for many years. The consensus here is that the bill will not get out of committee.

The First Bill to Guarantee Bank Deposits (H. R. 10241) during the present session, was introduced early this week by Representative Steagall, of Alabama. Although the subject has been discussed seriously and at length for the last two years, it is not thought that this bill will get very far. However, it will serve as a starter, and recently a prominent government official said privately that a workable form of bank deposit guarantee would result from the depression.

These m
will be
make a
their bus
mailed
them.

Address
Reader's
Avenue,

Mark

Indiana
1918 th
the con
territory
grocery
wholesa
stores.
fourtee
and th
apolis
retail
a map
outlet.
comple
houses
format
for ea

An A
by Cl
True
pages
major
1931,
classif
Produ
ucts,
Page
cent
of th
ing a
group
period

A. N
of A
vey i
town
stand
whol
cover
Ca
serte
view
pote
the
own
gaso
The
appl
chin
coff
ham

Sta

Cle
Pap
of
gest
mo
wo
son
app
to



These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Markets and Media

Indianapolis "News" New Route Lists. Since 1918 the Indianapolis News has issued for the convenience of salesmen working that territory route lists and maps covering grocery and drug stores (both retail and wholesale) and department and chain stores. The original list has gone through fourteen annual revisions and corrections, and the current issue breaks the Indianapolis retail territory into twenty-three retail grocery routes, each illustrated with a map and with the credit rating for each outlet. The retail drug list is similarly complete. For chain stores, wholesale houses and department stores detailed information is given on the names of buyers for each department.

An Analysis of the Major Monthly Field by Classifications in 1931. In this book True Story offers us a tabulation of the pages of advertising carried by the nine major monthly magazines in 1930 and 1931, broken down into the following classifications: Food Products, Household Products, Cleaning Products, Drug Products, Toilet Goods, Drug and Toilet Goods. Page totals for 1930 and 1931, with per cent of gain or loss, are given for each of the nine magazines; also a chart showing an analysis of advertising for the same group of magazines over the five-year period from 1927 to 1931, inclusive.

A. N. P. A. Standard Market Survey Form of Allentown, Pa. The cover of this survey is devoted to a county map of Allentown, the center spread to population, standard of living, retail establishments and wholesale establishments, and the back cover to facts about the Allentown Call.

Carefully compiled loose-leaf sheets inserted in the folder are devoted to a review of the Allentown market, covered and potential, for specific items. For instance, the automobile survey gives number of car owners, car preferences, garage owners, gasoline preference and tire preference. The same kind of minute breakdown is applied to each field: radio, washing machines, soap products, electric refrigeration, coffee, groceries, ginger ale, milk, butter, ham, breakfast foods, ice cream and bread.

Stationery

Clear Sparkling Water. The Howard Paper Company offers us another folder of distinctive letterhead and envelope suggestions. The pocket contains a dozen or more samples in a variety of finishes—wove, hand, laid, ripple, linen, etc., with some innovations in texture that should appeal to the man who likes his stationery to express individuality.

You food sellers—
Cash in on the appetite
appeal of "What's Good To Eat"
in the

PeoriaArea
Illinois' Largest Downstate Market

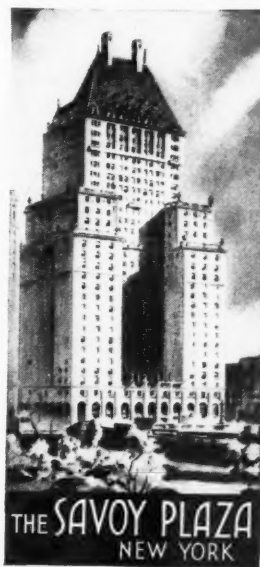
*PeoriaArea — the 4 out of 5 homes in Peoria, and the 20,000 more in the trade area, where the Journal-Transcript is read.

Among the many outstanding women's features presented daily in The Peoria Journal-Transcript are Dorothy Dix in "Advice To The Lovelorn," Gladys Glad in "Beauty Secrets," Amos Parrish in "What's In Fashion."

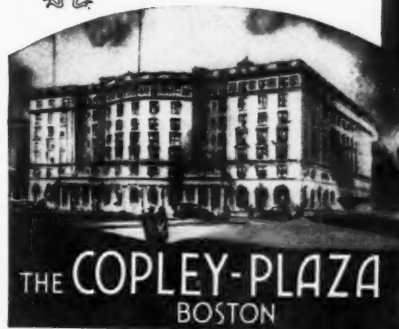
And now to these has been recently added Amos Parrish's sparkling new food feature, "What's Good To Eat," giving an added power to YOUR food announcements. Under the pen name of Ann Barrett, is breathed into the usually prosaic subject of foods, a romantic thrilling atmosphere seldom otherwise equalled. Remember this when making plans for The PeoriaArea. Tear sheets mailed on request. Address E. H. Maloney, Advertising Manager, or any of our national offices.

THE PEORIA JOURNAL-TRANSCRIPT
READ IN 4 OUT OF 5 PEORIA HOMES

Represented Nationally by Chas. H. Eddy Co., New York, Chicago, Boston. Member Major Market Newspapers, Inc.



HENRY A. ROST
President



ARTHUR L. RACE - Managing Director

HOTELS of
DISTINCTION
OF NEW YORK and BOSTON

FRED STERRY
President



JOHN D. OWEN
Manager

THE PLAZA NEW YORK



The Plaza and The Savoy-Plaza are on upper Fifth Ave., at the entrance to Central Park. Single rooms; bath; \$6.00 up. Double rooms; bath; \$8.00 up.

The Copley-Plaza is in the fashionable Back Bay section, convenient to everything, Boston's finest hostelry; rates \$4.00 up.

Reservations for the National Hotel of Cuba may be made at these hotels.

Media and Agencies

There are those to whom Mr. George Washington Hill once or twice committed himself to the effect that he set very little store by the value of "reminder" advertising. Perhaps Mr. Hill's strategic strength lies in knowing just when to scarp one set of convictions for another. You'll remember that Hill shunted American Tobacco Company's advertising appropriation away from the outdoor field some years back—and poured hundred of thousands into radio. Soon afterward Liggett & Myers and Reynolds followed suit—and radio won what posters lost.

Lucky Strike's contract with N. B. C. expires in September. Not a word yet about renewal or no. Now what's the significance of all the machinery that American Tobacco Company is setting in motion for saturating the outdoor medium? On April 1 a great national poster campaign will break in 17,000 cities and towns. According to Bromily-Ross, Inc. (see Media, S.M. March 5), plans have been set for only a month's activities. Here, here, Mr. Bromily—would you have given up your snug berth as vice-president of Outdoor Advertising, Inc.—and would your colleague, Mr. Ross, have relinquished the vice-presidency of General Outdoor Advertising Company, Inc.—for the sake of a month's fling at American's campaign? It wouldn't be unlike the master strategist of the tobacco industry to jockey competition into getting all tied up with one medium so that he could jump out and have a clear field for himself in another. Our guess might be dead wrong—but speculation will give way to knowledge not long hence.

Shades of the New York Evening *World*! We're among the many who are still interested in knowing how the old staff fared in the months after the demolition of that paper. Now we hear that Herbert Bayard Swope, former executive editor of the *World*, is a member of the syndicate which helped William S. Paley to retrieve Paramount-Public half-interest in the Columbia Broadcasting Company, to the end that it will now be under single control. Whether Mr. Swope will be active in the company in an executive capacity or not has not yet been decided—or if it has, Mr. Paley's office is still being discreet about it.

No longer will the poor, bewildered advertising solicitor from the Hohokus *Gazette*, or the intrepid salesman from your Metropolitan daily, have to pull the tricks out of his selling bag half a dozen different times when he calls on Erwin Wasey. Now, whether it's Musterole, Barbasol, Chiclets, Maxwell House Coffee or any one or all of the other hundred-odd E.W. accounts he has designs on for his sheet, there's just one man for him to see. In New England and the north Atlantic states it's Larry Delaney who's vested with the ultimate "Yes or No" power on the selection of newspapers in those states. The north and south central and western states are under the absolute jurisdiction of Jack Sturdivant, and Norman Pieter has all the "ifs, ands, and buts" of the newspapers in the

southeastern states and on the Pacific coast in the palm of his hand.

Block went to Peck and wanted to buy his paper. It ended by Peck buying Block's paper. Paul Block owned the Brooklyn *Standard-Union*; Fremont C. Peck publishes the Brooklyn *Daily Times*. On March 8 the rivals merged, through the purchase of the *Standard-Union* by the *Times*. The name of the new paper will be the Brooklyn *Daily Times* and *Standard-Union*.

Life provides us with real news in both its circulation and advertising departments. Circulation has increased 25 per cent since the change from weekly to monthly frequency. Hence the rate increase of 12 per cent, effective with the July issue.

"First sell the need for an advertising appropriation, then your specific market and then your own medium," was the answer given by Sidney Deane, head of the Trade and Technical division of the J. Walter Thompson Company, to 75 members of the Dotted Line Club on Monday, who wanted to know how they could wangle more space out of the Thompson organization. He stressed the importance of written and printed follow-ups after the salesman's call, but warned the boys that as the Thompson files on each publication go back several years they'd best watch out for conflicting statements!

Mickey Mouse in on the air. Air rights have been purchased by Frances Hooper, of Chicago, head of the advertising agency bearing her name. No sponsor for the Mickey Mouse program has been announced, but at the agency it was said that such an announcement would be made "very likely in a few days." Mickey's first radio appearance was on March 6, at 9:30 p. m., Pacific Standard time, CBS, on the California Melodies hour.

George Bennehan, of the New York *Sun*, has retired as president of the New York Newspapers Promotion & Research Group, giving way to L. E. McGiverna of the *News*. Louis J. F. Moore of the *American* is vice-chairman, and Ivan Veit of the *Times* secretary.

McCormick & Co., Inc., have it all figured out that this open winter we're having is going to bring forth an early and especially exuberant crop of mosquitoes and bugs this spring. So already they've started nationwide insecticide propaganda to provide the people with Bee Brand Liquid Spray guns with which to fight the invading army. One hundred and eight-four newspapers, in major, secondary and small cities and towns, are carrying the most extensive series of advertisements ever devoted to a product of this sort. The campaign is being planned to reinforce the drive McCormick are making on retailers of groceries, drugs and hardware to take advantage of their special deals.

The Minneapolis *Tribune* now has in operation a complete unit-type line of Hoe

presses equipped to produce four-color printing of quality on any daily run at full speed of the press and at its full capacity. The arrangement of the color units gives utmost flexibility of color combination and makes color thoroughly practical for daily use.

Account changes: Procter & Collier Company, Cincinnati, acquire Eagle Engineering Company, using magazines and trade papers; to the same agency also goes the Egry Register Company and the Health-O Quality Products Company, using newspapers and magazines. . . . Stanley E. Gunnison, Inc., making up magazine lists to advertise wallpaper for the Wallpaper Association of the U. S., New York. . . . Superior Body Company, Lima, Ohio, to Sterling Beeson, Inc., Toledo, using trade papers. . . . Radio & Television Institute, Inc., Chicago, to Edwin B. Self. . . . Institute of Feminine Hygiene to Arthur Rosenberg Company, Inc. . . . Scott Howe Bowen to Husband & Thomas. . . . Olajen, Inc., New York, to Joseph Katz Company. . . . John Morgan, Inc., to L. D. Wertheimer Company, Inc. . . . The Latherizer Corporation to Wm. H. Rankin Company. . . . Eskimo Pie Corporation to L. H. Hartman Company. . . . Baldwin-Southwark Corporation to McNair Organization, Inc., Philadelphia.

Personnel changes: Theodore N. P. Wagner, at one time with Conde Nast, has joined the Alfred S. Hearn Company, Inc., as an account executive. . . . Francis J. Kaus, previously vice-president of the Critchfield Company and vice-president of the Federal Advertising Agency, has been elected vice-president and a director of Louis C. Pedlar Corporation. . . . Vernon E. Caughell, formerly national advertising manager, San Francisco *News*, becomes assistant advertising director; George H. Grafft becomes national advertising manager. . . . Milton J. Israel elected to the vice-presidency of *Pictorial Review*. . . . Colin M. Selph appointed to the business division of C. C. Winningham, Inc. . . . Edward J. Gants, formerly eastern advertising manager of *College Humor*, joins advertising staff of Futura Publications, Inc., publishers of *Morie Mirror* and *Love Mirror*. . . . J. W. O'Meara, recently resigned from the Dealer Advertising Corporation, appointed assistant general sales manager of Direct Mail Division, R. L. Polk & Company. . . . L. B. Hammond, advertising manager, *Building Supply Merchant*, joins *Building Supply News* in same capacity.

Miscellany: Reimers, Whitehill & Sherman, Inc., elected to membership of the American Association of Advertising Agencies. . . . Graham Starr, vice-president of Young & Rubicam, has been transferred to Chicago, where a complete service unit is being formed. . . . Dorland International, Inc., has moved to 247 Park Avenue, New York. . . . The Gardner Advertising Company will move to the McGraw-Hill Building, New York, in April. . . . *Building Supply News* has absorbed *Building Supply Merchant*.

Why Are Profits Off? Clinics Find Answer for 9,000 Dealers

(Continued from page 391)

the town. When the dealers realized that the leader of the clinic was there representing the consumer, the prospect, the possible customer—that he was not “there to teach *them* how to do their business”; that he was not there as a technician to talk to them about lumber grades, etc., but to talk to them about merchandising their products from the consumer’s standpoint—they gave him enthusiastic cooperation.

This experience brought home to me, through experiences with rather a large segment of a single industry, first, the importance of the manufacturer’s showing the retailer good, sound business methods in order that the retailer may cash in on the possibilities of his territory and, in doing so, become an effective outlet for the manufacturers’ product. Second, that the manufacturer’s problem was not so much one of getting an order for a carload of material as it was one of making the retailer an effective distributor of the carload of material. In doing so it appeared that there was no final net result in going out and selling the carload of material to the prospects in the town and then handing the retailer the orders, because that left the retailer in the same position as he was before—ignorant of the method, unconscious of the lesson—a mere warehouseman, no better distributor than before.

At the close of the series of clinics the National Lumber Manufacturers’ Association published the twenty-eight questions which had been used as a basis for the clinics, together with counsel’s answers to the questions, under the name of “Target Talks.”

By August, 1931, over one thousand requests had been received for this booklet and, in addition, it had been advertised in page space in a number of trade papers, helping to do two things—advertise the Lumber Manufacturers’ Association and carry on the propaganda for better merchandising.

The net result of this series of clinics, apart from the individual results to individual retailers, manufacturers and wholesalers, was to make many manufacturers realize that trying to create consumer acceptance and business through advertising or dealer helps without doing a constructive job of merchandising (through developing a higher degree of advertising efficiency

upon the part of the retailer), was merely dodging the important issue.

In common with a great many other groups, the retail lumberman is the neck of the bottle for his industry. It is merely painting the pump with the hope of purifying the water for manufacturers and distributors in the lumber business to spend millions of dollars in advertising and sales promotion, when the real trouble is that the retail lumber dealer needs to be shown how to make money out of the business, even when it is handed to him.

The failure of trade cooperative campaigns is very largely due to the failure to realize that it is the retail merchant’s inability to merchandise and not the public’s indifference that is the problem. As Mr. Saberson, of the Weyerhaeuser Forest Products, the largest manufacturer of lumber products in the country, said, the net result of these clinics was to “point the way very definitely to the need for better merchandising in the lumber yard,” and this need was developed right in the face and with the cooperation of the retail merchants themselves.

While this lesson is built around an experience with the lumber industry, it may easily apply, in varying degrees, to the jewelry, hardware, drugs, automobiles, rubber stamps, nursery stock and clothing businesses. It is a lesson, too, for any trade association. *Teach the manufacturer and wholesaler to show the retailer how to distribute.*

The retailer is the problem—go into the subject of merchandising with him. He doesn’t want a spell-binder or a wind-jammer, but he does want help from men who know their stuff—*his* stuff—and can sympathize with *his* job.

Westinghouse Sells Kolsters

NEWARK—Receiving sets made by the Kolster Radio, Inc., here, will be sold in continental United States by the Westinghouse Electric Supply Company and a group of some 100 electric wholesalers doing business with Westinghouse, Ralph B. Austrian, Kolster sales manager, announced this week. The “regular” line of Westinghouse receivers will continue to be made by RCA Victor, Inc.

NEW YORK—Curtiss-Wright Corporation sold 38 per cent of all domestic commercial airplanes sales and 50 per cent of total aircraft export business in 1931. About 100 companies are now manufacturing airplanes in the United States.

Sales Ammunition

“You have acquired about a million dollars’ worth of selling ideas,” a prominent S. M. once remarked, after discussing facts I’ve gathered during 25 years of investigating, advising and reporting in the distribution field.

If YOU want—

- To reduce selling costs—
- To build up good will—
- To overcome cut-throat competition—
- To win back lost accounts—
- To make your prospects glad to see your salesmen—

Probably I can help you.

No charge for consultation. Fees are based on results. Write me at once while we both have time to solve your pet selling problems.

JAMES TRUE

National Press Building
Washington, D. C.

THE POWERS HOTEL



The Powers is famous for its hospitality and good food.

Hotel Syracuse, Syracuse, N. Y. Under Same Management.

350 ROOMS
\$2.50 UP

ROCHESTER, N. Y.

BOSTON \$4

Via Providence, thence by bus or rail
PROVIDENCE \$3.00

ABOVE FARE INCLUDES BERTH IN CABIN
Sailings every day and Sunday, Pier 11, N.R. at Liberty St., 6 P.M. Tel. BARclay 7-1800. OUTSIDE rooms running water \$1 up. Dancing—Music by Jack Frost Colonial Orchestra.

COLONIAL STEAMSHIP LINES

Plus Signs

+++ UP TO NOON OF MARCH 7 the United Action Drive has brought 170,023 new jobs for the unemployed. Minnesota leads with 18,960, followed by New York with 17,091, Wisconsin with 14,328, Illinois 12,090 and Pennsylvania with 9,781.

+++ PACKARD shipped 2,150 cars during February, which is an increase of 270 per cent over the same period last year. . . . Studebaker sales of passenger cars and trucks increased 68 per cent in February over January. . . . Shipments of Willys-Overland Company were 87 per cent above January, and were the largest since last May. . . . The unfilled orders of the Stutz Motor Company are higher than at any time in the last nine months.

+++ AMERICAN TELEPHONE & TELEGRAPH COMPANY, International Business Machines Corporation and the Coca Cola Company are among the large corporations whose 1931 net earnings set an all-time high record.

+++ FAILURES LAST WEEK decreased 15.2 per cent as against a normal expected drop of 7.4 per cent.

+++ BANK DEBITS increased 42 per cent for the week ending March 2, and bank clearings increased 35 per cent.

+++ STOCKS LISTED ON THE NEW YORK STOCK EXCHANGE increased \$1,208,341,443 in value during the month of February.

+++ JANUARY BUILDING PERMITS in the Richmond Federal Reserve District (Washington, Baltimore, Richmond, Winston-Salem, Columbia, etc.), numbered 2,289, as compared with 1,930 a year ago.

+++ THE 75 MEYER-DAVIS ORCHESTRAS did 25 per cent more business this January than in the same month last year.

+++ THE EINSON-FREEMAN COMPANY, specializing in window and store displays, set all-time sales records for the months of January and February. January increased 80 per cent over last year, and February 38 per cent.

+++ NEW CAR REGISTRATIONS in Cook County totaled 2,914 in February, against 2,629 in January.

+++ LUMBER ORDERS LAST WEEK exceeded production by 44 per cent.

+++ THE ELECTRIC AUTO-LITE COMPANY is operating during March at a schedule 50 per cent higher than February.

+++ THE ENDICOTT-JOHNSON CORPORATION since the first of December has shipped 20 per cent more shoes than a year ago, and has increased dollar volume 15 per cent.

+++ TEN IDLE MILLS of the American Sheet and Tin Plate Company at Youngstown resumed operations on March 7.

+++ AN UPWARD TREND IN INDIANAPOLIS BUSINESS CONDITIONS is indicated by the fact that fewer applications for jobs were filed with the U. S. Employment Director at Indianapolis in February than any other month since the office was opened.

+++ AT NEW ALBANY, INDIANA, M. Fine & Sons, shirt manufacturers, started work on a new factory adjoining the present plant, which will give employment to 300 workers on June 1, in addition to the 1,000 now employed.

+++ SALES OF THE FOLLOWING UNITS OF GENERAL FOODS CORPORATION showed big sales increases in 1931: Swansdown Flour, 16 per cent; Sanka Coffee, 18 per cent; Certo, 30 per cent.

+++ FREIGHT LOADINGS for the week ending February 20 showed the smallest drop in two months from 1931 figures, and gained 10,141 cars over the preceding week.

+++ KROEGER GROCERY & BAKING COMPANY is opening 60 new stores in the first six months of this year.

+++ THE THOM MCAN SHOE COMPANY sold 300,000 more pairs last year than in 1930, and is adding additional stores to its present chain of 431 located in 210 cities as far west as Denver.

+++ THE J. C. PENNEY COMPANY, chain stores, for the first two months of the year report a dollar increase of 1.9 per cent. This is the first time in twenty-one months in which the stores have shown a comparative gain.

+++ CHEVROLET registered more cars and trucks in Wayne County (Detroit) in February than in any previous month, and exceeded its total of last February by 120 cars.

+++ DE SOTO shipped 4,452 cars in February, against 2,282 last year, and has set a March production schedule in excess of a year ago.

+++ SHIPMENTS OF THE NEW ROCKNE AUTOMOBILE reached 5,000 within

78 days after the shipment of the first unit.

+++ STEEL INGOT PRODUCTION this week rose to 27 per cent of capacity from 26 per cent.

+++ SALES OF LOFT, INC., during February gained 12.2 per cent over the corresponding month last year.

+++ THE LOOSE WILES BISCUIT COMPANY broke ground this week for a large new plant in Los Angeles.

+++ A NEW YORK STOCK EXCHANGE SEAT sold this week for \$155,000—an increase of \$29,000 over the last previous sale.

+++ RAILROADS IN THE ST. LOUIS DISTRICT for the week ending March 5 loaded 10 per cent more freight cars than the week before.

New Business Books Recently Received

Bonbright Survey of Electric Light and Power Companies. Published by *Electrical World*, New York. Price \$10.00.

Consumer Engineering, by Roy Sheldon and Egmont Arens. Published by Harper & Brothers, New York. Price \$3.50.

Chain Store—Boon or Bane? by Godfrey M. Lebar. Published by Harper & Brothers, New York. Price \$3.00.

Business Machines, by Perley Morse, C. P. A. Published by Longmans-Green & Company, New York. Price \$3.75.

Pricing for Profit, by W. L. Churchill. Published by the Macmillan Company, New York. Price \$3.00.

The Paradox of Plenty, by Harper Leech. Published by McGraw-Hill Book Company, New York. Price \$2.50.

Advertising Media, by Hugh Elmer Agnew. Published by D. Van Nostrand Company, New York. Price \$4.00.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-two years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

TORONTO
HALIFAX
MONTREAL
WINNIPEG
LONDON, Eng.

"GIBBONS KNOWS CANADA"

J. J. GIBBONS Limited, Canadian Advertising Agents

REGINA
CALGARY
EDMONTON
VICTORIA
VANCOUVER